

**DISTRICT OF COLUMBIA
FIVE YEAR STRATEGIC PLAN**

FOR

TITLE I OF THE WORKFORCE INVESTMENT ACT OF 1998

AND

THE WAGNER-PEYSER ACT

PERIOD OF COVERAGE

July 1, 2000 THROUGH June 30, 2005

Table of Contents

| | <u>Page</u> |
|--|-------------|
| Executive Summary | 3 |
| I. Plan Development Process | 5 |
| II. District Vision and Goals | 7 |
| III. Assessment | 15 |
| A. Market Analysis | 15 |
| B. District Readiness Analysis | |
| 1. Leadership | 23 |
| 2. Services | 35 |
| 3. System Infrastructure | 45 |
| C. Assessment of Strengths and Improvement Opportunities | 53 |
| IV. Strategies for Improvement | 56 |
| A. Leadership | 56 |
| B. Services | 58 |
| C. System Infrastructure | 68 |
| V. Performance Management | 80 |
| VI. Assurances | 82 |
| VII. Program Administration Designees and Plan Signatures | 86 |
| VIII. Appendix | 87 |
| A. Plan Comments | |
| B. Plan Timeline | |
| C. Mayoral Order | |
| D. Draft Memoranda of Understanding | |
| E. D C NetWorks Website Information | |
| F. Veteran's Agreement | |
| G. District/Regional Demand Occupations | |
| H. Sources of Information: Market Analysis | |
| I. WIA Board of Directors | |
| J. Mayoral Letter Designating Signatory Authority | |
| K. WIA Assurances and Certification Packet | |

Executive Summary

As we enter the new millennium, District residents will be challenged by fundamental changes in our economy and our jobs. Due to new technologies, widespread organizational restructuring and the globalization of labor, capital and goods, each state's primary asset will now be its human capital. To meet these new challenges the District has established a workforce development strategy that will enable the District to be a national and international leader in this new technological age. The goal of this strategy will be to develop a highly skilled, knowledgeable and informed workforce that can effectively compete in the global marketplace.

In the early 90's, the Employment Service, Job Training Partnership Act, Unemployment Insurance and other ETA related programs were operated by the Department of Employment Services. These programs, along with such new programs as the School to Work, Registered Apprenticeship and Welfare to Work, are currently administered through a network of four One-Stop Career Centers. However, the challenges to develop the District's workforce are greater than simply consolidating employment and training programs. Consequently, in the next five years, the District will begin to operationally integrate a network of education and training providers. The ultimate goal of this integrated network will be to increase the employment retention, earnings and occupational skill attainment of District residents through improved career information, counseling, job search assistance and customer driven Individual Training Accounts.

In order to achieve this goal Mayor Anthony Williams, in November 1999, created the District of Columbia Workforce Investment Council (DCWIC). The DCWIC is a public private partnership consisting of a majority of private sector members, the directors of the Department of Employment Services, Human Services, Housing and Community Development and Corrections, community leaders, union leaders and several District of Columbia council members. The Board will be responsible for strategically planning for the use of workforce resources, establishing performance levels for workforce programs and providing oversight of the One-Stop Centers. Its mission is to foster a more integrated education, economic and workforce development system that ensures that District residents and businesses possess the knowledge and skills to succeed in a highly competitive and rapidly changing world.

In order to insure that these goals are met the DCWIC will first establish program outputs for job placement, earnings, retention in unsubsidized employment, skill gains and credentials in specific occupational/academic areas. They will then monitor service providers and program operators on a continuous basis to insure that these performance measures are achieved.

In partnership with the Mayor and other local elected officials and business leaders, the DCWIC will develop a system tailored to meet the District's economic and workforce development needs. This will include convening meetings with various community groups/organizations to identify and address their specific workforce investment needs. They will also work collaboratively with its education and economic development partners to insure that the existing and emerging workforce needs in the District and metropolitan region are equipped with the

knowledge and skills to be competitive. The DCWIC intends to streamline services currently offered through multiple agencies by consolidating services in One -Stop Centers. The One-Stop Career Centers will provide universal access for students, job seekers and employers to career decision, job search and candidate recruitment services. Consequently, individuals will have the knowledge they need to make informed choices about careers, education and occupational training. The One Stop Centers will also more effectively serve the needs of business by providing them with the additional assistance and resources to identify, recruit and train current and future workers.

A Youth Council has been established to improve youth programs and act as an advocate in the community for youth. The Youth Council will be responsible for improving linkages between academic and occupational learning and other youth development activities. The Youth Council will provide opportunities for youth to achieve their career goals as well as enhance their ability to compete in the labor market.

Within the context of this workforce investment system a number of initiatives that are currently underway or being planned will greatly streamline and improve the delivery of services over the next five years. For example, customers who self register with the One-Stop Career Centers will find the interface much easier to understand and operate efficiently. Labor Market information will be much more accessible and understandable leading to much more informed decisions by customers and One-Stop staff. Customers who receive services will benefit from a much higher level of assessment. In many cases, job search and placement services will be delivered electronically. Consequently, customers visiting a One-Stop Center will find it to be a more productive and satisfying experience.

In addition to the working toward this desired state the DCWIC will institute the following improvements:

- Centralizing initial claims for unemployment insurance by telephone and the Internet.
- Installing and implementing an Intranet based common intake and service delivery system.
- Improving and expanding labor market information products through the District's One Stop implementation grant and the development of a new employment statistics program.
- Providing systematic, professional training of all One -Stop staff.

Consequently, in the next five years, with the dynamic leadership of the mayor and a business led council the District of Columbia's workforce development system will be a more efficient, user friendly, customer focused and performance driven system serving a broader more diverse range of clients.

I. PLAN DEVELOPMENT PROCESS

- A. *Describe the process for developing the State Plan (including a time-line) that ensures meaningful public comment. Include a description of the Governor's and the State Board's involvement in drafting, reviewing and commenting on the Plan. What actions did your State take to collaborate in the development of the State plan with local elected officials, local WIBs, the business community (including small businesses), labor organizations, and the other interested parties, such as service providers, community-based organizations, and advocates?*

The District believes that a viable plan can result only from effective collaboration and meaningful partnerships. To that end, the development of District's plan has been inclusive at every level. Since the District is a single workforce investment area, development of the plan includes both state and local requirements.

The District has chosen to first develop a five-year strategic plan, for WIA. The plan development coincides with the establishment of a new Workforce Investment Council that will oversee Title I programs. As a result of Mayoral Order # 99-85, the District established a Workforce Investment Council (DCWIC) which began operation in November of 1999. The DCWIC membership has been actively involved in the plan development process.

In order to provide substantial involvement in the development of the Title I portion of the plan, the previously existing Private Industry Council (PIC), operated as a combined Private Industry Council and State Job Training Coordinating Council, was terminated as of July 1, 1999. This provided wide review from representatives of government, education, labor and business, consistent with established policies on workforce education and training. To add continuity to this process, the DCWIC transitioned, via executive order, into the state workforce investment board, as outlined under the Workforce Investment Act.

The initial draft of the WIA state plan was posted on the NetWorks web site on February 28, 2000. Notice of this posting and the date and time of a public hearing was sent to all local elected officials, private industry, the Chamber of Commerce, Board of Trade, School-to-Work contacts, and other stakeholders. A hearing was held on March 21, 2000, for the public and interested organizations and groups (including employers, labor organizations, and parents) to have an opportunity to express views and make recommendations concerning the WIA plan. A summary of the recommendations made at the public hearing, through written correspondence, and through other means concerning development of the plan are included in the Appendix. All comments were reviewed by the Workforce Investment Council (WIC) and integrated into the plan as appropriate. Those requiring further research will be given consideration at a later date and may become part of a plan modification.

The following list summarizes the events and groups involved in the development of the District's vision and implementation for the Workforce Investment Act.

- Incorporation of the DCWIC Executive Director in the plan writing process;
- Presentations to the DCWIC, USDOL staff and interested members of the public;
- Posting of the draft Workforce Investment Act Plan
- A special joint meeting between USDOL staff, the DCWIC, and interested members of the public was held to review and take comments on the District plan and the formation of the new District workforce investment council (including membership);
- Plan draft reviews and comments by the DCWIC;
- Plan draft reviews and comments by the USDOL regional administrator;
- Draft reviews and comments by the unified plan partners: Departments of Employment Services, Human Services, Public Schools and University of the District of Columbia and the Rehabilitation Services Administration;
- Distribution to business and labor organizations for review and comment; and
- Redrafting in response to input.

In addition,

- The Department of Employment Services convened workgroups on Workforce Investment Act implementation issues. The topics were: One-Stop Access and tiered Services; Performance Accountability, Data Collection, and Reporting; Memoranda of Understanding; WIA Financial Management; Training and Capacity Building; Marketing; Individual Training Accounts; Rapid Response and Dislocated Workers; Youth; Criteria for Workforce Investment Council Appointments; and, Labor Market Information.
- Monthly One-Stop implementation meetings were held to oversee and monitor the development of the District's comprehensive, integrated one-stop system. For over a year the Information Technology Support Center (ITSC) supported the District of Columbia in reviewing One-Stop products to satisfy Workforce Investment Act (WIA) requirements, and also fulfill the vision of the *NetWorks* concept which predated the passage of WIA. The implementation meetings included representatives from the Departments of Employment Services, Human Services, Public Schools, University of the District of Columbia and the Rehabilitation Services Administration. Also included were current and planned One-Stop operators, veteran's program operators, and representatives of the Department of Labor Regional and National offices.

B. Comments on the Plan--Include all comments received (or a summary), and demonstrate how comments were considered in the plan development process.

As indicated, comments received from stakeholders were reviewed by the WIC and integrated into the plan as appropriate. Mayor Anthony Williams has designated Gregory P. Irish, Director of the Department of Employment Services (DOES), as the plan signatory.

II. The District of Columbia's Vision and Goals

A. District of Columbia Goals

Describe the State's vision of how the WIA statewide workforce investment system will help the state attain these strategic goals.

The District's competitiveness will be determined by its ability to sustain a high and rising standard of living for its citizens in a complex global environment. The surest way to invest in our future is to invest in our workforce -- both current and future. New standards for competition increase the importance of learning. New technologies accelerate the pace of change and add to learning requirements. Higher levels of reading, writing, math, and technical skills are required even for basic entry-level jobs. By the year 2005, the District will be a leader among states with the breadth and expertise of its knowledgeable, skilled, engaged and flexible workforce.

The District's one-stop delivery system, *NetWorks*, represents an ambitious restructuring of the public delivery system for workforce development services in the City. The envisioned system will strengthen and build upon the existing jurisdictional and inter-agency collaborative relationships by integrating them into a truly customer-focused system for brokering employment, training and education services that fully complement the District's economic development strategies. As a result targeted groups such as, youth, dislocated workers, veterans, older workers, welfare recipients and persons with disabilities will have access to higher quality comprehensive services.

Technology plays a critical role in streamlining and promoting access to services in the *NetWorks* system. Through our "Virtual One-Stop" operating system, customers -- both employers and job seekers -- will be on-line, not in line. In addition to conventional "in-person" site access, customers will be able to access a broad array of employment, training and labor market information through Internet to the District's labor market information database, America's Job and Talent Banks, and the District's job bank. "Virtual One-Stop," an Internet based data collection, reporting and informational exchange system is being developed and will be fully operational July 1, 2000. Program information and services will be available in a variety of methods providing true customer choice and convenience. Electronic self-service will eliminate long lines and paperwork and will serve as the gateway to more intensive, personalized service by program specialists, allowing for the more efficient use of staff resources. On-line access to a majority of core services will be available in each one-stop resource area, all satellite centers, and multiple access points in the community, as well as on individual home or business computers. The District's mode of operation will include registration and certification for summer employment, Job Corps and other adult and youth workforce development activities in the schools and at other designated sites in the community.

Over the next five years, the streamlining of services and seamless delivery to the customer will be achieved through electronic input, access and sharing of information, cross training of staff, and program planning and coordination for all programs. *NetWorks* will work aggressively to forge connections with community service components of the WIA.

Mayor Anthony Williams has created the Workforce Investment Council (WIC) and directed the Council to work with all the public and private sector stakeholders to create the most effective and efficient workforce investment system in the Nation. A system that has a straightforward mission: to serve both the workforce development needs of the District's residents and the region's employer community.

The District's economic development plan centers on three primary goals:

- Quality Jobs
- Competitive Businesses
- Healthy and Sustainable Economy

Each goal has a set of indicators that either implicitly or explicitly include development of the workforce and set within an overall context to enhance the economic opportunity for District residents. For example, under "*Quality Jobs*" the indicators center on average wage as a percentage of the national average and rural to urban wage ratios, each of which are dependent on increasing the productivity, and thus the training of workers. Under "*Competitive Businesses*" one of three indicators centers on increasing human resources development capacity. Here, the need to enhance the skills of the workforce for viable economic development is underscored. Lastly, under "*Healthy and Sustainable Economy*" net job growth and economic diversification are two of four indicators and are directly linked to job skills associated with growing and emerging industries.

The five fundamental goals for *NetWorks* and the emerging workforce development system are:

- More focus on regional economies—future employment and training plans will be developed to address the needs of the Washington metropolitan area--rather than simply the District of Columbia. Through the DCWIC the District will encourage cooperation with regional workforce development efforts to facilitate the entry of residents of the District into the regional economy *and will* develop the capacity to measure progress against critical benchmarks on a regional basis. In addition, the DCWIC will work aggressively to develop viable partnerships with regional employer organizations such as the Greater Washington Board of Trade and the Northern Virginia Technology Council, to ensure collaboration and integration of programs. In promoting stronger linkages, the DCWIC will convene meetings to bring together area councils and regional stakeholders invested in the success of the Washington metropolitan area's workforce development network.
- More flexibility—while the District will meet the WIA mandate and operate one (1) full-service *NetWorks* One-Stop Center, the full-service center concept will give way to satellite centers that are located throughout the community, closer to the customer, and more accessible by public transportation.
- Demand-side driven approaches--the skill needs of Washington metropolitan area businesses will establish the priority for training and drive curriculum development. Through the efforts of the DCWIC the District's one-stop system will ensure that employers in the Metropolitan area have access to a continuous supply of skilled and productive workers to enhance productivity and competitiveness. Efforts will be directed to encourage the retention and

attraction of high skill/high wage employers.

- Customer-driven services---Beginning July 1, training providers will be able to enter information in the Consumer Report System, which will be an integral part of the District's one-stop operating system. This system will allow customers to make informed decisions about available customer services. The policy for Individual Training Accounts, which is a critical link to the consumer report system, is being developed and will be finalized by June 1, 2000.
- Remote access to One-Stop services—Beginning July of 2000, through the District's Virtual One-Stop System access will be available without the need to visit a physical site. A complete menu of services will be available over the Internet.

B. Vision

Describe the State's vision of how the WIA statewide workforce investment system will help the state attain these strategic goals. Specific questions that should be answered include: in five years, how will services be further streamlined? What programs and funding streams will support service delivery through the one-stop system? Typically, what information and services will be provided and how will customers access them? How will the goal of universal access be ensured? For customers who need training, how will informed customer choice and the utilization of ITAs be maximized?

How will Wagner-Peyser and UI be fully integrated into the system? How will the state's workforce investment system help achieve the goals of the state's welfare, education, and economic development systems? How will youth programs be enhanced and expanded so young people have the resources they need to succeed in the state's economy? Address specific emphases of Title I of the Act and provide a brief description of the system after five years.

“The District will create an integrated workforce investment system that provides every customer with a comprehensive array of cost effective workforce investment services that meet their labor market needs.”

The Workforce Investment Council will act as the catalyst to bring local systems together, leverage additional funds, and secure community commitment to educational attainment, skill enhancement, and lifelong learning. This will include maximizing use of both local and federal dollars to support the District's workforce development system.

As evidenced by our One-Stop Implementation Plan, the *NetWorks* vision is more expansive than the Workforce Investment Act. WIA integrates multiple funding sources that will help attain these goals. Since the District's future is dependent on how well we address the skill needs of the current workforce and increase personal income, the opportunities under WIA and the statewide system to meet these needs will be maximized.

Universal access is already available through the *NetWorks*' emerging one-stop system. The District's Employment Service offices have delivered Wagner-Peyser and Unemployment Insurance services throughout the past decade and will continue to provide those services in one-stop settings. We anticipate that the majority of WIA core services will be provided through a mix of funding sources including Wagner-Peyser funds, WIA funds from all sources, Welfare to Work, and Unemployment Insurance funds. Further, as will be discussed in this plan, all of our partners in the One-Stop Career Centers will both utilize and support these centers.

The D.C. Networks system will facilitate the integration of WIA partner funding streams through a number of strategies including implementing a universal intake and assessment process and co-enrolling customers. Through resource sharing it is expected that the WIA partners will become equally invested in achieving the desired outcomes associated with each program. As we move forward with WIA implementation, the WIC will continue to focus on developing strategies to maximize resources and leverage funds available through the system's private and public sector partners.

We do not anticipate mandating additional funding streams beyond those required partners under WIA. We will actively encourage local efforts to incorporate the resources that are appropriated locally. Moreover, over the next five years we will standardize the resources in the one-stop system which now vary from office to office.

Services will include:

- **Information:** Both regional labor market information and an array of vendor and service provider information all presented in a user-friendly fashion.
- **Developmental Services:** For customers that need counseling, education or supportive services in order to deal with barriers that block them from becoming productive workers, the system will provide or broker appropriate developmental services that these customers require in order to be successful.
- **Career Training:** Using Individual Training Accounts (ITAs) and other training approaches and calling upon the education and training capacities of many of the partners that will be a part of the system, appropriate career training that fits the need of employers and customers will be made available.
- **Job Placement:** Assisting our customers -- both job seekers and employers -- to successfully and in a timely manner match job seeker skills with appropriate job openings paying acceptable wages, will be the ultimate objective and one of the primary measures of success for our workforce investment system.
- **Ongoing Support:** Continuing support following job placement is critical for many customers to ensure that they retain their jobs and/or to obtain subsequent jobs that will enable them to maintain their labor market success.

How will this vision be achieved? Under the leadership and direction of the WIC, the District will build the system on the foundation of the current *NetWorks* One-Stop Career Centers. The City will use these Centers and the service network that will grow from these Centers as the organizing framework for integrating funding, integrating services and providing customer information so that a seamless customer service is achieved.

The framework for the creation of the District's integrated workforce investment system has been established. The underpinnings are centered around the following actions:

- The creation of a leadership group -- the District's Workforce Investment Council -- that has been appointed and empowered by the Mayor to work with all the stakeholders to improve and streamline services.
- *NetWorks* One-Stop Career Centers have already been opened and are deploying computer systems that are easier to understand and operate effectively. Along with information, job search and placement services will be delivered electronically and are being made much more available to both the general public and the provider community.
- Through the use of the One-Stop grant funds, improved labor market information is under development that will be much more accessible and understandable leading to more informed decisions by customers and one-stop staff.
- Geographic Solutions has been selected to develop a customized “**Virtual One-Stop**” operating system that will create a integrated, “no-wrong door” approach to providing core services.
- Staff development has begun so that customers who need enhanced services from the one-stop will benefit from a much higher level of assessment and staff expertise than has been previously available.
- Unemployment Insurance is working to use available technology to process claims for unemployment insurance so that the majority of claims in the future can be filed by telephone or over the Internet.
- Using the School-to-Work and the Youth Opportunity Grants planning mechanisms an ambitious plan for enhancing and expanding our services to at-risk youth has been developed and the initial steps begun to implement this plan.

Later in the Plan's five-year cycle the District will institute:

- Remote access to most information and services required by both employers and job seekers via the “Virtual One-Stop” system.
- Use of the Internet for employers to submit wage records.
- Development of common performance measures for Wagner-Peyser and WIA core services.
- Development of common data collection and reporting mechanisms for programs in the one-stop.

C. Performance Indicators and Goals

Identify the performance indicators and goals the state has established to track its progress toward meeting its vision for the workforce investment system. At a minimum, States must identify the performance indicators required under section 136, and for each, the State performance goal (the State adjusted level of performance) for each of the first three program years, expressed in objective, quantifiable terms.

Performance is a basic foundation of the District's emerging workforce development system. Programs and providers will be measured upon the results they achieve and the return on investment of the public dollar. The final performance measurement system will ensure accountability as well as be compatible with the seamless delivery system of *NetWorks* and the emerging workforce investment system. The performance measurement system envisioned for the District will provide an overall assessment of how the workforce development system is working.

The core indicators of performance and the identified measures are intended to offer performance milestones and measures for our workforce investment system. As required by USDOL, wage record data has been used in establishing these goals. Initially, the measures will allow our system to become a high quality, customer driven system that is locally developed and administered. As the system becomes more established, the performance measure bar will be continuously adjusted by the D.C. WIC to meet the increasing demands of job seekers and employers in a rapidly changing marketplace. This may include incorporation of additional performance indicators focusing on the Self Sufficiency Standard, wage progression and customized training. An incentive policy focusing on performance will be also developed by the DCWIC in the upcoming months.

The District's workforce development goals are in support of the following performance objectives:

- Customer satisfaction (clients and employers) will be measured by surveys and expressed as a percentage of those who rated One-Stop services as above average or excellent. Over seventy-five percent of our customer will rate us above average or excellent.
- Number of individuals who experience earnings gains as measured by UI wage records.
- Number of individuals who acquire skills credentials measured by attainments of GEDs, Certificates of Technical Achievement, Degrees, diplomas, and other recognized credentials.

One-Stop Center System

The DCWIC has designated the Department of Employment Services (DOES) as the District's one stop operator in accordance with the eligibility requirements delineated in Section 121, Establishment of One Stop Delivery Systems. DOES, as a public entity within the District of Columbia, administers three or more of the programs required as one stop partners including the Employment Service, Adult, Dislocated and Youth programs, Welfare to Work, Title V of the Older Americans Act and Veterans Employment and Training Programs.

Upon receipt of first year one-stop funding in 1998, the implementation of the *NetWorks* system has been on a fast track. In early 2000, the Department of Employment Services (DOES) will begin the installation of a single Internet-based performance information system, "Virtual One-Stop," which will assemble employment, occupational, and performance information for all of the *NetWorks* workforce development partners. The system will maximize consumer choice, allowing any resident interested in advancing their career to do so. Job seekers including low-income adults, welfare parents, youth, employed, unemployed or displaced adults, and others interested in life-long learning will be able to access high quality consumer information.

Customers will easily access improved labor market information products in the *NetWorks* One-Stop Career Centers and, as a result, make better choices concerning their job search activities and training objectives. Better choices coupled with an improved and streamlined registration process will produce better results for both automated and staff assisted job search and placement services

NetWorks One-Stop Career Center staff will be trained and certified as Training and Development Coordinators, ensuring that all One-Stop Career Center customers requiring intensive or training services will have access to and benefit from professional quality assistance and information about/eligibility screening for all needed programs and services for which they may be eligible.

All programs identified as required partners in the Workforce Investment Act will support the One-Stop Career Center System. Those that occupy space in the One-Stop Career Centers on a regular basis will eventually contribute financially or provide in-kind services to support the system. We will negotiate with other WIA partners so that additional funding streams and programs can provide support for the One-Stop Career Center system over the course of the next five years. (See MOU section for specific information related to services and support from One-Stop Career Center partners).

| WIA REQUIREMENTS | CORRESPONDING PERFORMANCE INDICATORS(s) | Previous Year Perfor- mance | Performance Goals Year | | |
|---|--|--------------------------------------|------------------------|---------|---------|
| | | | 1 | 2 | 3 |
| ADULTS* | | | | | |
| Entry into Unsubsidized Employment | Placement at termination | 57.4% | 60% | 63% | 66% |
| 6-Months Retention in Unsubsidized Employment | Employment status at follow-up | 52.0% | 55% | 58% | 61% |
| 6-Months Earnings received in Unsubsidized Employment | Average weekly wage at follow-up | \$261 | \$271 | \$28 | \$291 |
| Attainment of Educational or Occupational Skills Credential | Attainment of competency or skill | 67.2% | 70% | 73% | 76% |
| DISLOCATED WORKERS | | | | | |
| Entry into Unsubsidized Employment | Employment at termination | 72.4% | 75% | 78% | 81% |
| 6-Months Retention in Unsubsidized Employment | Employment status at follow-up | 74.2% | 77% | 80% | 83% |
| 6-Months Earnings received in Unsubsidized Employment | Average hourly wage at follow-up | \$14.55 | \$15.00 | \$15.00 | \$16.00 |
| Attainment of Educational or Occupational Skills Credential | Occupational skills attainment | 67.0% | 70.3% | 73.6% | 76.9% |
| YOUTH AGED 19-21 | | | | | |
| Entry into Unsubsidized Employment | Placement at termination (EER) | 63% | 63% | 65% | 67% |
| 6-Months Retention in Unsubsidized Employment | | 50% | 50% | 55% | 60% |
| 6-Months Earnings received in Unsubsidized Employment | Average wage at termination | \$3,150 | \$3,150 | \$3,300 | \$3,500 |
| Attainment of Educational or Occupational Skills Credential | Employability enhancement rate | 73.5% | 64% | 67% | 69% |
| YOUTH 14-18 | | | | | |
| Attainment of Basic, Work Readiness and/or Occupational Skills | Academic enrichment and preemployment skills | 72% | 72% | 74% | 77% |
| Attainment of Secondary School Diplomas/Equivalents | Educational attainment | 55% | 55% | 58% | 61% |
| Placement and Retention in Post-Secondary Education/Training, or Placement in Military, Employment, Apprenticeships | Employability enhancement rates | 73.5% | 64% | 67% | 69% |
| PARTICIPANT CUSTOMER SATISFACTION | | 68% | 70% | 73% | 75% |
| EMPLOYER CUSTOMER SATISFACTION | | 66% | 70% | 73% | 75% |
| STATE-ESTABLISHED MEASURES | Increase District hires from First Source Agreements | | 51% | 55% | |

*The District is still working in collaboration with Mathematica to complete the performance runs for the adult and dislocated worker indicators. Therefore, the information provided will require modification.

III. ASSESSMENT

Describe the key trends that are expected to shape the economic environment of the State during the next five years. Which industries are expected to grow? Which will contract? What are the economic development needs of the State? What data sources support the State's market analysis? Identify the implications of these trends in terms of overall availability of employment opportunities by occupation, and the job skills necessary in key occupations.

A. Market Analysis

Key Trends and Data Sources

The goal of the city's economic development strategy is to create a world class workforce development system for Washington, D.C. We must link people seeking work with real jobs and employers throughout the metropolitan region, and connect employers—especially those that are growing jobs in Washington, D.C. The city's business attraction tools; tax incentives, employment tax credits, and low interest loans are bringing new information technology companies to the District of Columbia. In order to provide a skilled labor force for this industry we must increase our training efforts and undertake more employer focused workforce development. In order to assess the region's information technology needs, the DCWIC, in collaboration with the DC Technology Council will commission a study of high-technology jobs in the District and region to locate the pockets of opportunity and conduct a sector/industry analysis to identify pockets of regional opportunity. This information will be used to focus our training efforts and strengthen the District's involvement in Metro Tech, the regional information technology project recently funded by USDOL. Metro Tech, offers customized training and placement and addresses barriers to employment through comprehensive supportive services' assistance.

During 1999, the District of Columbia's labor market conditions started to rebound and the District began to share in the Washington metropolitan region's economic boom. Weakened by years of federal downsizing, an exodus of businesses and middle-class residents, the District has started to bounce back. A strong national and regional economy and restored confidence in the District itself has resulted in the City recording its first yearly job expansion since 1990. Strong housing sales and the biggest office building boom in a decade is occurring throughout the City. The revival was instrumental in pushing the District's unemployment rate down to an average of 6.5 percent in 1999, its lowest level in 11 years. Despite the decline, the District's unemployment rate remains three times higher than the suburban rate, two a half times higher than the Area rate and one and a half times higher than the national rate.

The official forecast calls for continuous economic expansion over the next several years. It is projected that the District will continue to add jobs to its base, the decade-long loss in population will subside and new businesses will move into the city. This will enable the city to meet the current challenges of the local labor market.

The District of Columbia's population has been declining yearly since 1990, as people relocated to the outlying suburbs to seek affordable housing and better education attainment for their children. A vast majority of the population loss was among middle income wage earners. The population was 606,900 in 1990 compared to 523,100 in 1998, a decline of 83,800 or 14%. The preliminary estimate for 1999 was 519,000 and the projected estimate for 2000 is 518,100. Thereafter, the population should decline at a much slower pace before bottoming out in the year 2001. By the year 2005, it is projected that the District's population will have grown by about 1%.

The composition of the District of Columbia's workforce reveals the following: In 1998, some 54% the workforce was female; 64% was black; the average age was 35-44 years and the average person had a high school education. Meanwhile, the District of Columbia's workforce is aging. Workers 50 years of age and over are remaining in the workforce longer. These workers are highly skilled and considered very reliable. The largest increase is among workers in the 65 and over age bracket which measured 2.8% in 1982 and 3.1% each in 1996 and 1998.

In 1998, District of Columbia women participated in the labor force at a higher ratio than was found nationally, 61% versus 59%. In the case of men, it was 68% in the District and 75% nationally. The participation rates for both women and men increased during 1998, which can be attributable to the resurgence of the local economy. As the city's economic expansion continues, it is projected that more and more workers will be entering the local workforce.

In 1998, the occupational distribution of employed District residents reveal the following: Some 26% are professionals; 21% are executives; 16% are in services; 15% are administrative/ clerical support; 8% are in sales; 6% are operators, fabricators and laborers; 5% are technical workers and 3% are craft workers.

The industrial composition of the District's job base is significantly different from that of the nation. In 1998, the services industry accounted for 44 percent of all wage and salary jobs in the District versus 29 percent nationally and the government sector accounted for 37 percent locally versus 15 percent for the nation. As such, the percent distribution of the other major industries is much lower in the District than in the nation.

With the District of Columbia serving as the headquarters for the Federal government, 31 percent of the total 1998 District jobs were in the federal government sector. In 1990, federal employment measured 220,000 (32 percent of all jobs). Since 1994, the trend has been towards downsizing the federal workforce. Federal employment measured 230,100 in 1993 and 187,800 in 1998. Between 1993 and 1998, federal employment declined by 18.3 %. The District government also began to downsize in 1994. District employment stood at 50,900 in 1993 compared to 35,300 in 1998. Since 1993, the District government has reduced its workforce by 30.6%.

With the exception of the service industry, during the past decade, there have been significant employment declines in all the other private sector industries in the District of Columbia. These declines too were affected by the downsizing of the Federal and District workforces. The largest percent decline was in transportation, communications and public utilities, followed by

construction, manufacturing, trade, and finance, insurance and real estate in that order. The closing of two major department stores contributed to the loss of 10,000 jobs in retail trade.

The services industry accounted for all the employment growth in the District of Columbia during the 1990's. In 1989, employment in the services industry measured 252,300 and 273,600 in 1998, an 8.4% increase. The largest growth was in engineering and management services. There was also significant expansion in business services, health services, educational services, social services and membership organizations.

Projected growth of about 27,000 District jobs from 1996 to 2006 will be heavily concentrated in services. Services is projected to grow by about 40,000 jobs, principally in the subgroups of business services, legal services, engineering and management services, educational services and social services. Finance, insurance and real estate is predicted to grow by 4,000 jobs, principally in nondepository institutions, security and commodity brokers and insurance carriers. The construction industry, hard hit during the last recession, is predicted to increase by 7.1% with growth in general building contractors and special trades. No change in overall trade employment is anticipated, while declines are projected for manufacturing, transportation, communications and public utilities and government.

Reflective of the high industrial concentration of employment in the services and government sectors, the occupational composition of District jobs is significantly different from that of the nation. The concentration of high skill jobs is much greater in the District than in the nation. In 1996, 40.7 percent of District jobs were in the professional specialty/technicians and related support occupations compared to only 17.2 percent nationally. The District also has a higher percentage of jobs in the administrative support occupations, including clerical, 23.8 versus 18.1 percent. The District has a slightly lower percentage of jobs in the executive, administrative, and managerial occupations and service occupations, 9.1 and 15.2, respectively, versus 10.2 and 16.1 percent nationally. The concentration of jobs in the marketing and sales occupations is much lower in the District than in the nation, 4.5 versus 11.1 percent. The District also has a much lower percentage of jobs in the precision production, craft, and repair occupations and operators, fabricators, and laborers category, 3.5 and 2.9 percent, respectively versus 10.9 and 13.5 percent nationally.

Most job growth and most job openings will occur in service-producing industries. Occupations found in service-producing industries are more likely to require advanced education and/or strong "people" skills.

All of the trends experienced in the District suggest that during the next five years individuals with the right skills can be optimistic. Slow population and labor force growth combined with moderate job growth will lead to strong competition for workers. However, the qualifying phrase "right skills" is important in assessing employment opportunities.

Increased competition and pressure to control costs are also influencing occupational change. As technology is applied to different areas it demands higher skilled workers. An examination of the fastest growing occupations in the District shows that information technology is a driving force. Computer scientists, computer engineers, systems analysts, electronic pagination system

workers, database administrators and computer support specialist are on the list of the fastest growing 20 occupations.

The top ten occupations in terms of number of new jobs due to growth in the District are projected to be systems analysts, lawyers, reception/information clerks, guards, general managers/top executives, paralegals, marketing/advertising/public relations managers, clerical supervisors, management analysts and engineering, mathematical and natural science managers. All of these occupations except for reception/information clerks and guards require more than short-term on-the-job training.

Occupational projections show that there will be job openings in virtually all occupations, even those occupations that are declining. The paradox of job openings occurring in declining occupations is the result of the need to replace workers who retire, leave the area, or leave the labor market for some other reason. One example is secretaries, except legal and medical. This occupation is expected to loose, on average, 348 jobs a year between 1996 and 2006. However, demographic and other trends suggest that the District will have to replace an average of 515 secretaries each year during the same period.

The top ten occupations in terms of projected annual openings in the District are systems analysts, lawyers, general managers and top executives, general office clerks, secretaries, except legal and medical, janitors and cleaners, clerical supervisors, waiters and waitresses, guards and reception/information clerks. Half of these occupations require only short-term on-the-job training. General office clerks and secretaries are the only declining occupations. The large base and therefore high replacement needs account for the high number of annual openings for these two occupations.

By contrast, the Washington Metropolitan Area has shown continuous job growth since 1992. Wage and salary job growth in the area has averaged 48,600 jobs per year over the last seven years. During the same period, the labor force has grown by an average of 18,900 persons per year and the unemployment rate has been reduced to half of the 1992 rate.

In the area, the public sector lost jobs over the last 7 years due the federal downsizing while every major private sector industry recorded growth. The services industry accounted for 75 percent of total area job growth with business services responsible for 52 percent of the services industry growth.

Although area jobs are more concentrated in the services and government sectors than in the nation as a whole, the industrial composition of jobs in the area is broader based than in the District. In 1998, 39 percent of total area jobs were in services and 23 percent were in government. The percent of jobs in retail trade (15.4) and goods producing industries (9.2) in particular were much higher in the area than the District, 7.0 and 3.5 percent, respectively.

In 1994, the occupational distribution of jobs in the area revealed that 30.5 percent of the jobs were in the professional specialty/technicians and related support occupations; 19.8 percent were in the administrative support occupations, including clerical; 14.5 percent in service; 10.5 percent in marketing and sales occupations; 10.0 percent in the executive, administrative, and

managerial occupations; 7.8 percent in the precision production, craft, and repair occupations; 6.3 percent in the operators, fabricators, and laborers category and 0.7 percent in agriculture, forestry and fishing occupations.

The top ten growth occupations in terms of number of new jobs in the area from 1994 to 2005 are projected to be systems analysts, general managers/top executives, waiters and waitresses, janitors and cleaners, including maids, computer engineers, registered nurses, marketing and sales supervisors, cashiers, reception/information clerks, and clerical supervisors. Four of these occupations require only short-term on-the-job training.

Listings of high demand occupations in the District of Columbia and the Washington Metropolitan area are included in the Appendix. Based on information from the 1998-1999 Edition of Occupational Projections and Training Data, information is also provided on the most significant sources of training for each occupation identified. The Bureau of Labor Statistics' definition of each education and training category is also included. Other resources that will be utilized by staff in assessing skills' requirements will include the Dictionary of Occupational Titles, the Occupational Outlook Handbook, and national skills standards for various occupations.

The top twenty occupations in terms of projected annual openings in the area are salesperson, retail, cashiers, general managers and top executives, systems analysts, waiters and waitresses, janitors and cleaners, secretaries, except legal and medical, marketing and sales supervisors, clerical supervisors, general office clerks, food counter, fountain & related workers, registered nurses, reception/information clerks, lawyers, truck drivers, light and heavy, management analysts, computer engineers, accountants and auditors, police patrol officers and maintenance repairers, general utility. These 20 occupations are projected to have 30,800 total openings per year.

Millions of people visit the District of Columbia each year because it is the site of the federal government and the nation's history. This generates revenue for the city and creates seasonal jobs in tourism and tourism-related industries, e.g., hotels, transportation, eating and drinking places, etc. According to the Washington, D.C. Convention and Visitors Association, 21.2 million people visited the city in 1998. This generated \$17.3 million in revenue for the city. Of this total, \$11.2 million came from pleasure visitors and \$6.1 million came from business visitors. This equaled out to \$328 per person for pleasure visitors and \$518 per person for business visitors.

The median household income was \$43,011 in 1998 for District of Columbia residents. The median household income differs considerably by ward and race. The predominantly white affluent ward #3 has the highest median household income (\$79,832), while the predominantly black ward #8 has the lowest median household income (\$27,937). This is also the situation in regards to the educational attainment level and the unemployment rate. Some 94% of ward #3 residents have a high school education, compared to 61% in ward #8. A greater disparity exists pertaining to college education, 70% versus 8%. In 1990, the unemployment rate for ward #3 was 2.4% compared to 13.4% in ward #8. In 1999, preliminary estimates show some improvement, as the unemployment rate for ward #3 was 2.2% compared to 12.2% in ward #8.

The unemployment rate gap between the two wards is 10%.

According to the 1990 Census, 96,278, or 16.9% of District of Columbia residents lived below the poverty level. Some 28,610, or 25.5% of residents between the ages of 0-17 lived below the poverty level. Of those residents from 18-64 years of age, 55,233, or 14.3% and for 65 years and over 12,435, or 17.2% lived below the poverty level. Some 80% of District residents living below the poverty level were black; 13% were white; 6% were Hispanic and 1% were other. There were 16,453 households below the poverty level, of which 12,164, or 74% were female households with no spouse present.

According to the D.C. Department of Human Services, approximately 18,224 District households received cash welfare payments in January 2000. Of this total, 17,638 were Temporary Assistance for Needed Families (TANF), 552 were General Assistance for Children (GC) and 34 were Refugee Program.

Supporting the District's market analysis and the wide array of workforce development programs and initiatives is the collection, analysis and dissemination of labor market information. The Labor Market Information (LMI) Division of the Department of Employment Services (DOES) is the entity responsible for the production of the official Bureau of Labor Statistics (BLS) data for the District and the Washington, D.C. Primary Metropolitan Statistical Area. Through several key federal and local programs in collaboration with BLS, the *LMI office* produces critical information on the emerging trends and dynamics of the occupational and demographic composition of the District and the Washington, D.C. Primary Metropolitan Statistical Area. Additional data sources used are included in the Appendix.

Implications of Trends

The District of Columbia has not escaped the industrial restructuring that has influenced so much of America's industry. Even in these times of economic growth many businesses have scaled back or closed. During Fiscal Year 1999, some 9,374 District workers exhausted their unemployment insurance benefits. This represents a 52.3% exhaustion rate for the fiscal year, which ended September 30, 1999. The exhaustion rate is calculated by dividing the average monthly exhaustions by the average monthly first payments. These workers, many of who were employed by small businesses, reflect a continued dislocated worker problem in the District of Columbia.

Continued economic growth coupled with slow population growth presents an opportunity to help individuals to successfully enter and/or advance in the labor market who have had difficulty in the past. However, many of these persons lack the basic academic skills to learn the more highly skilled jobs emerging in the current D.C. labor market. The D.C. Board of Education reports that the annual dropout rate was 9.59% for the District's 1997-1998 school year. Some 11% of ninth graders left school during the year; 14% of tenth graders; 12% of eleventh graders and 8% of twelfth graders. Clearly, these dropouts will lack the basic academic skills to learn the more highly skilled jobs emerging in today's market. Even the two thousand eight hundred students receiving a high school diploma this year will face the typical uncertainty of youth and need guidance in sorting through career options. By targeting information products specifically

for the youth population, it should be possible to mitigate the high unemployment that is typical for this group.

The quality of the District's workforce will greatly impact the ability of business to compete in the New Economy driven by rapid technological innovation and increased mobility of financial and knowledge-based capital. Less than three and one-half percent of District employers have one hundred or more employees. 62% of employers have four or fewer employees. The District is a city of small businesses. Small businesses are found throughout the economy including tourist-related industries, manufacturing, trade and service industries. These small businesses lack, for the most part, resources to conduct extensive recruitment of employees or to develop training programs for existing or potential employees. It is the small employers who need help to recruit and train workers.

Businesses compete in a global economy that requires rapid response and competitive costs. To thrive, they can either utilize a low skill, low cost workforce and "dumb down" operations, or increase value through employing highly skilled workers. The second course, while more demanding, will keep jobs in the District and support the Mayor's new initiatives to foster more economic growth.

Although Washington metropolitan area is experiencing labor shortages and should continue to do so throughout most of the planning period, many District residents remain unemployed. A mismatch of skills prevents many job seekers from obtaining the jobs that are in demand. Business, government, and education systems must combine efforts to train or retrain dislocated workers to fill the gaps. Providing new skill sets to the unemployed, those that blend basic academics with hands-on abilities and further enhanced with problem solving, communication and team building attributes, can go a long way toward satisfying the needs of employers.

Customers of the District's Workforce Investment System

Who are the customers of the State's workforce development investment system? State may wish to identify major customer segments. (For example, the adult population might be segmented into dislocated workers, disadvantaged adults, older workers, persons with disabilities, women, and minorities. The employer customer might be segmented into growth employers, large and small businesses, employers that currently use the workforce investment system and employers that do not. The youth population might be segmented into in-school and out-of-school youth).

The primary customers of the District's workforce investment system are employers, current workers, job seekers, and potential workers. Through the expansion of the one-stop system under the Workforce Investment Act, we will increase the value of our system to a wider customer base---specifically, the presence of partners to serve specific groups, such as individuals with disabilities, older workers, residents of public housing, and so forth. The partners will bring population-specific resources into the system and expand our customer base. The increased flexibility of WIA funds at both the state and local level will make our training services more attractive to business and incumbent workers.

Job seekers include individuals who are just entering the workforce for the first time, who are moving from job to job, or who are trying to reenter the workforce. From another perspective, job seekers are adults, dislocated workers, and youth ages 14 - 21 years. From yet another perspective, "job seeker" includes those individuals who are planning to enter the workforce as soon as possible as well as those who will enter or change jobs at a future date. The "employer" customer represents all District employers, those with general and specific employment needs as well as those wishing to recruit skilled minority and female workers in order to meet specific equal employment opportunity goals. It also includes single proprietors who, while not currently interested in hiring, may be interested in information related to the labor market as well as information related to unemployment insurance, and other "employer" concerns for future consideration and planning.

Projected Skill Development Needs For Customers

Given the projected job skills needed in the State, identify for each of your customer segments their projected skill development needs.

The projected skill development needs of each of our primary customers include:

Employers:

- Skill training for their incumbent workers to keep pace with technological changes and competition from other states and abroad. Skill training will be particularly important for employers in the major growth areas;
- Quality information on training providers;
- Accurate and timely labor market information;
- Retention services for new entrants to the labor force who may need such assistance to remain employed following placement under a work-first philosophy;
- Accurate information about the skill levels needed for successful workers in their place of employment, and accurate information about the skills of current and new workers compared to those required by the job.

Current Workers

- Assessment to determine how their skills relate to the levels required for success in their current job, or for a job to which they aspire;
- Quality information about training providers, educational institutions, and sources of financial assistance;
- Accurate labor market information on wages, career ladders and employment trends to make informed decisions about lifelong learning and earning potential;
- Accurate information about the kinds of skills employers will need today and in the future;
- A user-friendly job matching system that is available for use outside of their normal working hours.

Job Seekers

- Assessment to determine their interests and aptitudes and how those relate to careers and jobs in the District's economy, particularly to jobs that are high skill, high wage, and in high demand;
- Eligibility information and services provided by the public sector that will help them attain the skills they need and assistance in accessing such services;
- Information on the availability of supportive services, including transportation, child care, and emergency food and housing;
- Quality information about training providers, educational institutions, and sources of financial assistance;
- Accurate labor market information on wages, career ladders and employment trends to make informed decisions about lifelong learning and earning potential;
- Basic reading, writing and computational remediation, if needed;
- A user-friendly job matching system that is available for use at any point of the one-stop system they may enter;
- Job search and interviewing skills.

Potential Workers

- Potential workers include students, individuals with disabilities, and individuals on public assistance who will be job seekers in the near future. Their developmental needs may include all those identified above for job seekers, as well as:
 - work maturity skills;
 - work experience, internships, or other work-based learning;
 - basic reading, writing, computational remediation, if needed;
 - assistance with work accommodations, particularly for individuals with disabilities;
 - work retention services to help them balance family and job demands.

To take advantage of the growing demand for computer related jobs, career information should combine the latest wage data to make sure new entrants to the labor market are aware of the rewards of a technical education. Math and computer skills are not only important for today's growing jobs, but also for the emerging occupations of the future. This message should be directed at our youth in the very early stages of the educational experience through the School-to-Careers initiative.

B. District Readiness Analysis

Describe the organization and structure of the State Workforce Investment Board

1. Leadership

- a. State Workforce Investment Board

In accordance with Mayor Anthony Williams' Order 99-85, dated June 2, 1999 (Attachment E), "the District of Columbia Workforce Investment Council shall be a public-private partnership group empowered to advise the Mayor and District Government on the development, implementation and continuous improvement of an integrated and effective workforce investment system; the enhancement of accountability and performance measure systems; the encouragement of private sector participation; and the engendering of public input and support."

The District's new workforce investment board, entitled the District of Columbia Workforce Investment Council (DCWIC) has replaced its previous Private Industry Council (PIC). The DCWIC adheres to the WIA's requirements for membership and functions. The DCWIC has taken an active role in overseeing the implementation of the 5-year strategic plan. This oversight will also include, but not be limited to:

- The development and continuous improvement of a District workforce investment system as referred to in Title I of WIA;
- The development of linkages in order to assure coordination and non-duplication of programs and activities in the system;
- Annual review of relevant sections of the Carl D. Perkins Vocational and Applied Technology Education Act;
- The development and continuous improvement of comprehensive District performance measures, including adjusted measures of performance, in order to assess the effectiveness of workforce investment activities;
- Preparation of the annual report to the Secretary of Labor;
- The development of the District employment statistics system; and
- The development of incentive grant applications.

The organizations serving on the WIC include six Cabinet members representing Employment Services, Human Services, Corrections, Housing and Community Development, D.C. Public Schools and the D.C. Housing Authority, private sector members who represent the local employers, educators, labor organizations, community based organizations and local elected officials. In addition, the WIC includes membership from an array of local workforce and economic development practitioners, local elected officials, educators and service providers. The list of members is included in the Appendix.

The District is a single workforce investment area and as a result has combined the WIA requirements for both state and local boards into the new DCWIC. For example, all one-stop partners are members of the combined Council. The current membership of the Workforce Investment Council includes the following:

The Mayor

- two members of the D.C. City Council; and
- representatives appointed by the Mayor, who are:
 - owners of businesses, chief executives or operating officers of businesses, and other business executives or employees with optimum policymaking or hiring authority;
 - representative of businesses with employment opportunities that reflect the

- employment opportunities of the District; and
 - are nominees of District business organizations and business trade associations;
- representatives of workers, at least one of whom shall be nominated by labor federations,
- the lead officials in the District that have experience and expertise in the delivery of workforce investment activities, and officials who have responsibilities for the programs and activities carried out by one-stop partners:
 - Director, Department of Employment Services (labor programs, one-stop administrator, youth programs);
 - Superintendent, District Public Schools (vocational education programs, one-stop partner, youth programs);
 - Director, Department of Human Services (vocational rehabilitation, social welfare programs, older worker programs, one-stop partner);
 - Director, Department of Housing and Community Development (community development block grant administrator, economic development, one-stop partner);
 - Chancellor, University of the District of Columbia and the President of Southeastern University (adult education, and literacy programs, community and technical colleges, one-stop partner); and
 - A representative of District residents

Majority: A majority of the members of the DCWIC *are* representatives of business

Chairperson: The Mayor has selected an acting chairperson from among the business representatives until the Council members elect the official chairperson.

Selection of Workforce Investment Board Members

Describe the process your state used to identify State Board members.

The selection of Council members adheres strictly to the requirements of the WIA with the Mayor appointing all members with the exception of those representing the City Council. Given the size of the District and the fact that it is required to establish a board that includes both state and local membership, it was thought prudent to appoint agency Directors who had oversight of more than one required entity. For example, the Mayor appointed the Director of the Department of Human Services to represent vocational rehabilitation, social welfare, and older worker programs, because that agency includes these programs. Similarly, the Director of the Department of Employment Services will represent the Employment Service, the Unemployment Insurance Program, the various training programs under WIA, and other DOL programs because the department administers these programs. Many of the appointed members oversee youth programs.

We realize the Client Assistance Program, as authorized under Title I of the Rehabilitation Act, is considered a mandatory partner in the one-stop system and therefore a board member. However, in the District this is a small program under the jurisdiction of the Department of Human Services. To accommodate this requirement yet strive to maintain a board of reasonable size, the program will be kept informed of DCWIC activities and meetings through quarterly meetings with the VR Director and through membership on the District's Rehabilitation Council.

The District strongly believes that in order to realize the vision outlined in section II, a representative of the Workforce Investment Council must be in place to oversee and provide advice to the Mayor on the District's integrated workforce investment system. With a clear mandate from the Mayor, outlined in the executive order establishing the District's Workforce Investment Council, and a membership that includes business, legislative, government, and education leaders, one-stop career center partners, as well as representatives from labor, the new Council is well equipped to achieve the vision.

Selection of Youth Council Members

The District's Workforce Investment Council has selected the members of the Youth Council who also serve on the State School to Careers Governing Council.

State Board Functions

Describe how the State Board will carry out its functions. How will this Board provide leadership for the statewide system?

The DCWIC will carry out its functions and provide direction-setting leadership for the District's workforce investment system in a variety of ways. First, with leadership from the Mayor, the Council will have the support and authority to bring the various partners together into a cohesive network of service providers centering on the One-Stop Career Center system. Second, Council membership, which includes leaders from across governmental agencies, the District's City Council, secondary and post-secondary education, business representation from around the District, and labor, will have the interest, expertise, and resources to meet both the requirements of WIA and the needs of District residents related to workforce investment. Third, since employers, along with their employees, are beneficiaries of the system, they will have the leadership role in shaping the Council's role and direction. With these three characteristics combined: *mayoral* leadership, comprehensive Council membership, and strong business participation, the DCWIC will be well equipped to shape workforce investment in the District of Columbia.

To complement District level leadership, even though the District is a single workforce investment area, the DCWIC will provide a more localized pulse on employer and employee needs in order to improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of District residents. Additionally, membership of the *NetWorks* One-Stop Career Center partners ensures strong linkages among service providers, which in turn will ensure strong operational collaboration and nonduplication of programs and activities.

With a representative, business led membership, and *NetWorks* One-Stop Career Centers, and a successful history of collaboration among District agencies and institutions, the DCWIC will be in position to provide strong leadership in assessing the system's effectiveness. This will be accomplished through the development of performance measures that will be meaningful, comprehensive, and assure continuous improvement over time.

The Council also recognizes the importance of an effective, easily accessible, and understandable employment statistics system to aid informed decision making for employers making crucial business decisions, individuals making decisions about occupations and careers, and individuals helping others to make decisions related to entering or retaining work, etc.

The Council will delegate the day-to-day activities of WIA administration to its Executive Director who will be located in the Office of the Deputy Mayor for Economic Development and Planning. This will guarantee that the investments represented by WIA will be incorporated in the District's broader economic development vision. The Council's broad focus allows it to provide direction-setting leadership in several ways that enhance the Act's emphasis on the continuous improvement of the workforce investment system.

The Council will use a three-step strategic approach that includes the following elements:

- Development activities that are designed to identify new opportunities for the District to increase value from the investments that are made in District residents. This approach is grounded in the notion of a strategic view of continuous improvement of a system;
- Deployment recommendations that grow out of the relationship of the Council and its partner agencies. While the District does not envision the day-to-day implementation of WIA being a functional responsibility of the Council, the linkages between the Council and the partner agencies will provide an on-going forum for aligning the activities of all of the partners involved in building the workforce investment system.
- Evaluation of the outcomes of the District's human investment strategies on a continuous basis and adjusted to meet the changing needs of residents. The review process provides the framework for both performance assessment and continuous improvement in the workforce investment system.

Ensuring Public Access

How will the State Board ensure that the public (including people with disabilities) has access to Board meetings and information regarding Board activities, including membership and meeting minutes?

The DCWIC will ensure that the public has access to Council meetings and information relating to Council activities and membership through District statute that requires that all Council meetings be publicized. Additionally, all meetings will provide seating for the public, and information related to membership and minutes will be available to the public upon request. Through collaboration with the Rehabilitation Services Administration and other organizations serving the disabled, the WIC will take the steps necessary to ensure that these citizens are informed of meetings and provided the access needed to facilitate their attendance. By virtue of the open meeting law, District plan drafts, discussion among DCWIC members, and comment on the plan will be available to the public. The DCWIC held a public hearing in March to insure that all key and interested stakeholders had the opportunity to comment on the WIA plan prior to submission. In addition, any comments received after the plan submission will be reviewed by

the DCWIC and incorporated in future plan modifications. Investment information will also be organized in an electronic format to facilitate access. The basic framework for sharing information will be through the NetWorks Internet site.

b. Conflict of Interest

Identify the circumstances which constitute a conflict of interest for any State or local Workforce Investment Board members, including voting on any matter regarding the provision of service by that member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family.

A member of DCWIC may not vote on a matter under consideration by the Council regarding the provision of services by such member (or by an entity that such member represents). In addition, a member may not vote on a matter under consideration by the Council that would provide direct financial benefit to such member or the immediate family of such member or engage in any other activity determined by the Mayor to constitute a conflict of interest. By recognizing the potential for conflict other than that listed above, the District is ensuring that any such conflict will be dealt with as appropriate.

c. Criteria to Appoint Local Board Members

Identify the criteria the State has established to be used by the CEO in the local areas for the appointment of local Board members.

The Mayor, by virtue of the fact that the District of Columbia is designated a single service delivery area under JTPA, has designated the District as a local workforce investment area for purposes of the WIA. As such, the DCWIC also meets local workforce investment board requirements. To gather a wide array of input from interested parties, the District facilitated several public meetings to make recommendations on the WIC. The public meetings included representatives from business, labor, private and public vocational education entities, community-based organizations and various **NetWorks** One-Stop partner agencies.

d. Allocation Formula

If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30% discretionary formula adult employment and training funds and youth funds pursuant to sections 128(b)(3)(B) and 133(b)(3)(B). Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout your State and that there will not be significant shifts in funding levels to a local area on a year-to-year basis.

The formula allocation for these program activities will be as follows for the first year:

| | |
|-------------------|---------------|
| Adult | \$4,412,566 |
| Youth | \$4,528,781 |
| Dislocated Worker | \$10,174,200* |

**The District will set aside up to 25% of its dislocated worker funds to support comprehensive rapid response activities.*

e. Competitive and Non-Competitive Processes

Describe competitive process to award grants & contracts for Title I including how potential bidders are made aware of availability of grants & contracts.

In awarding contracts for activities under Title I of WIA, the District will follow Contracting Procedures as issued by the District of Columbia's Office of Contracts and Procurement (OCP) and available for inspection in the Office of the Chief Contracting Officer.

For contracts and grants, the selection of service providers shall be made on a competitive basis to the extent practicable. All solicitations shall (a) include a clear and accurate description of the technical requirements for the material, product or service to be procured; (b) identify all requirements which the offerors must fulfill and all other factors to be used in evaluating proposals; (c) ensure that all prequalified lists of persons, firms, or other organizations which are used in acquiring goods and services are current and include sufficient numbers of qualified sources to ensure maximum open and free competition. The award shall go to the responsible offeror whose proposal is most advantageous to the program with price, technical, and other factors considered. Such determinations shall be in writing and take into consideration whether the organization has:

- * Adequate financial resources or the ability to obtain them;
- * The ability to meet the program design specifications at a reasonable cost, as well as the ability to meet performance goals;
- * A satisfactory record of past performance;
- * A satisfactory record of integrity, business ethics, and fiscal accountability,
- * The necessary organization, experience, accounting and operational controls; and
- * The technical skills to perform the work.

A Request for Proposals will be issued, advertisements will be placed in the local newspapers, and a notice will be placed on the District's electronic bulletin board for bids.

Sole Source procurement (solicitation of a proposal from only one source, the funding of an unsolicited proposal, or after solicitation of a number of sources, when competition is determined inadequate) shall be minimized to the extent practicable, but in every case, the use of sole source procurements shall be justified and documented. A sole source justification will be attached to the grant. This type of procurement shall be used only when the award of a grant is not feasible under competitive proposals and one of the following circumstances applies:

- * The item or service is available only from a single source, or the provider has a unique capacity to provide the service;
- * The public exigency or emergency need for the item or service does not permit a delay resulting from competitive solicitation;
- * After solicitation of a number of sources, competition is determined inadequate.

f. Criteria Used to Award Youth Grants

Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria used by the Governor and local boards to identify effective and ineffective youth activities and providers.

The District's criteria to be used by the Workforce Investment Council to identify effective and ineffective youth activities and providers at the state and local level is outlined below.

The Department of Employment Services (DOES), has been designated to be the administrative authority for implementation of WIA. DOES plans to develop and issue a Request for Proposals (RFP) to service providers throughout the community to provide skills training and placement assistance to youth. Once finalized and approved for public solicitation, the RFP will be publicized for a minimum of thirty days, advertised in local newspapers and mailed to all potential service providers on the DOES mailing list. Evaluation teams will be formed to evaluate proposals based on a point system giving weight to each of the RFP's requirements.

A Demand Occupations Training Providers List will be established to ensure that youth clients have a variety of qualified training providers from which they can choose to satisfy their skills training needs. The list will be developed and maintained by the DOES Office of Contract and Procurement and will be updated quarterly.

Youth programs will be identified as "effective" if they meet the following standards:

**MINIMUM ELIGIBILITY REQUIREMENTS
FOR TRAINING PROVIDERS AND PROGRAMS**

Training Providers

- ✓ Must be licensed
- ✓ Must indicate if your business appears on the State or Federal Debarment list
- ✓ Must meet the definition of a commercially available, off-the-shelf training package
- ✓ Must possess general liability insurance
- ✓ Must be accessible to persons with disabilities

Training Programs

- ✓ Should offer training opportunity in accordance with the High Demand Occupations List
- ✓ Customers should be able to complete training within twelve consecutive calendar months
- ✓ Training should be located within a commutable distance using public transportation
- ✓ Program should have a verifiable placement rate of at least 70%
- ✓ Training should be competitively priced
- ✓ The average wage at placement should be at least twice the total cost of training
- ✓ Employer references and an employer list should be provided

Application packets for the Demand Occupations Training Providers List will be mailed to proprietary schools, community-based organizations, and local colleges and universities operating in the metropolitan Washington area. The application will be posted on the *NetWorks* website

g. Youth Eligibility Criteria

If you did not delegate this responsibility to local Boards, provide you State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(vi) ("an individual who requires additional assistance to complete an educational programs, or to secure and hold employment").

The District will target all at-risk youth, especially those not making appropriate progress for graduation, incarcerated youth, and those not attending school. For youth enrolled in a secondary or alternative school, the at-risk determination will be made based on one or more of the following reasons documented by the school:

- poor academic performance
- poor school attendance
- prior dropout status
- others as defined by the DCWIC

Eligible out of school youth who have received a secondary school diploma or its equivalent but are basic skill-deficient, unemployed, or underemployed will also be targeted for services.

Information necessary to prepare for work and to retain employment will be offered through an employment work search readiness activity, including assistance with career decision making and career goal setting. Through this process an individualized employment plan will be developed incorporating all that has been learned from the assessment and goal setting. It will be important that youth participants make the final decisions on their employment plans. However, the *NetWorks* One-Stop Career Center staff will maintain a prominent role in this process. Additionally, pre-employment skills workshops will be provided as necessary to assist those experiencing difficulty in obtaining employment.

To increase employment retention and to promote career advancement a variety of post employment services will be made available. These services may include vocational training to improve or acquire skills for their current job and future goals, as well as supportive services to remove any serious barriers that may arise during the first year of employment. Youth, who do not have a GED or high school diploma, will be strongly encouraged to work on attaining this goal. If under the age of 18, this will be a requirement.

h. District Policies and Requirements

As stated earlier, the District of Columbia is a single workforce investment area as defined under WIA. As such, policies related to local areas and duties of local boards, in the District, refer to the Mayor and the DCWIC respectively. The following are examples of such policies:

- The Mayor and the District of Columbia Workforce Investment Council are designating the Department of Employment Services as the District's One-Stop Administrator:

Pursuant to WIA, the Mayor has formally named DOES as the District's One-Stop Operator; this was agreed to by the DCWIC by virtue of its development and approval of the District's Title I WIA plan. In accordance with the "sunshine provision" as outlined in section 117 (e), plan drafts, prior to approval, were made available to the public, a public hearing was held, public DCWIC meetings to discuss the plan were advertised and public attendance was encouraged.

One of the District's principal goals will be to continue to focus on building an integrated network of service providers, to make our services and activities more accessible and friendly to customers, and to ensure compliance with WIA.

- The development of Memorandums of Understanding (*MOU*) between the DCWIC and one-stop partners is underway. The MOU document which has been approved by the WIC is included in the Appendix. This is mainly due to strong existing relationships between the *NetWorks* One-Stop Career Centers and the various partners. Issues that do arise will be brought to the attention of the DCWIC and the Mayor for resolution.
- Performance information provided by on-the-job and customized training program providers will comply with federal requirements and evaluated by the DCWIC after year one of implementation.
- Transfer of funds between adult and dislocated worker funding streams will be approved by the Mayor at the request of the grantee (Department of Employment Services) and not exceed 20% unless approved in a subsequent waiver.
- Low income individuals and those on public assistance will be given priority for enrollment in all workforce development activities.

Priority of Service

At the outset of each program year the District will assume that funds for adult employment and training activities are limited and after giving veterans priority as prescribed by Federal guidelines, priority for training services will be given to public assistance recipients, low-income individuals, and the homeless. Others may receive intensive services from Wagner-Peyser funded staff in the One-Stop Career Centers. If it is determined that there is an excess of 20% or more of the training funds unobligated, these funds will be made available to other individuals.

- Policies related to veterans and other groups under the Wagner-Peyser Act have been addressed in the "Services" section under "Strategies for Improvement" as have policies relating to displaced homemakers, nontraditional training, older worker training disabled individuals and others with severe barriers to employment.
- Policies related to Individual Training Accounts have been addressed in the section Selection of Service Providers for Individual Training Accounts under System Infrastructure.
- The District's *NetWorks* One-Stop Career Centers and their respective satellite centers welcomes the opportunity to serve job seekers, employers, and other interested individuals of the District. Therefore, we will not discriminate on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief.
- The District's *NetWorks* One-Stop Career Centers and their respective satellite centers will ensure that all mandated and optional partners have an awareness of and sensitivity to the needs of persons with disabilities through the provision of ongoing training programs. The effective communication of information about programs, services, and resources will occur through a method that is appropriate to individual needs; and independent access to and usage of all services. The District will comply with all requirements of the Americans with Disabilities Act, federal, and local statutes and policies.
- The District's Rehabilitation Services Administration is and will continue to provide local *NetWorks* One-Stop Career Centers with technical assistance and guidance to ensure access to all Centers and services. This will include where appropriate, awareness and sensitivity training to staff to improve communication, and to ensure independent access.
- In order for the District's Workforce Investment system to successfully impact its customers (job seekers and employers) the Mayor and the DCWIC recognize the critical need to develop an ongoing regional planning effort. Therefore, the DCWIC has invited the bordering workforce investment areas in Maryland and Virginia to work collaboratively with the DCWIC to focus on regional workforce investment strategies. The DCWIC is planning to host this annual regional planning summit *during Fiscal Year 2000* to discuss present challenges and future opportunities to make a positive impact on the economic and workforce development vitality of the greater DC metropolitan area.

At this time, the District is unaware of any policies, requirements or procedures that pose obstacles as it works to develop an integrated workforce investment system. In fact, the District has experienced a very positive working relationship among the Mayor's office, the District Council, the District of Columbia Workforce Investment Council, and agencies and institutions regarding workforce investment. Obstacles that have arisen regarding the development of workforce investment have been dealt with in a positive and expeditious manner. We anticipate that this will continue to be the environment in which workforce investment policies are established. An example of this positive effort is illustrated through the close working

relationship in assisting the District Council in the development of local workforce investment legislation designed to insure compliance with the Federal statutes.

2. Services

Describe current status of One-Stop implementation in State, including action to develop One-Stop statewide integrated service delivery system.

a. Integrated Service Delivery

As we proceed into year two of our One-Stop implementation plan; our overall objectives remain unchanged. To achieve the vision of offering the widest possible access to employment and training services, the District of Columbia's *NetWorks* system will continue its two track approach. Both tracks will continue to be developed concurrently. Track One will be continued development of *NetWorks* centers and satellite offices that provide physical locations for job seekers and employers to access quality services. Track Two will further the development of a state of the art one stop operating system that will be available to customers over the Internet. The ultimate goal is to establish a virtual *NetWorks* capability that will enable all customers to access the employment and training information and services, including Unemployment compensation from their telephone or personal computer. Electronic Connectivity consists of three specific levels: Local Area Networks (LANs), Wide Area Networks (WANs) and Application Sharing. LANs have been installed in four of our One-Stop offices. The LANs allow for shared application software/files, printers, e-mail, Internet access and other peripheral devices.

The District is establishing a foundation and an infrastructure capable of supporting and sustaining the *NetWorks* One-Stop Career Center System well into the next century. Not only will this assure a better future for the District's citizens, but also it will create a more stable economic environment in which steady growth can occur. The foundation upon which the District has built its *NetWorks* One-Stop Career Center System has taken years to build and consists of two basic characteristics. First, a consolidated administrative entity - the Department of Employment Services (DOES) - that oversees all Department of Labor programs including the Employment Service, the Unemployment Insurance Program, the former Job Training Partnership Act (now Title I of the Workforce Investment Act), the Apprenticeship Program, and other smaller DOL programs. Secondly, mayoral and legislative action that has created a District of Columbia Workforce Investment Council which oversees the District's workforce education and training system including the *NetWorks* One-Stop Career Center System. Together, the District has created an integrated and consolidated program structure and combined it with an oversight structure which features leaders from business, government, and education, as well as other key stakeholders.

In addition to the District of Columbia Workforce Investment Council, this infrastructure includes the required Youth Council and four *NetWorks* One-Stop Career Centers. The District enjoys solid legislative support, and the DCWIC membership (business, government, education, and other key stakeholders) has as its main charge to take an ongoing pulse of local business and

community needs, and to make recommendations for more effective program delivery. The Mayor, DCWIC and various partner agencies provide an integrated planning structure in place of the former loose confederation of service providers. Service delivery through the four *NetWorks* One-Stop Career Centers provides the Council with a vehicle for access to comprehensive resources, information, and services relating to workforce issues.

The District's *NetWorks* One-Stop Career Center system serves as the universal gateway to workforce investment information and services and is designed to help all District citizens learn about employment opportunities, connect with education and training providers, and find good jobs. Additionally, it offers comprehensive employer services.

In addition to offering a wide array of programs, information and services centering on universality, customer choice, integration, and performance-driven outcome-based performance measurements, it is important to note that the *NetWorks* One-Stop Career Center System is also accessible in a variety of ways from multiple locations, creating what we refer to as a seamless system. For example, by entering DOES' home page, an individual is able access local, regional, and national job listings, wage information, training, and unemployment rate information; an online resume service, links to local colleges and universities and to financial aid information, the U.S. Bureau of Labor Statistics and other federal agencies, and links, where they exist, to all current DOES training providers. In the future the web site will also feature detailed information on WIA eligible training providers, a comprehensive Consumer Report system, and the opportunity for the customer to self-register/ self-refer electronically.

To ensure that the special needs of our job seeking customers are effectively addressed, the *NetWorks* system will use Internet and teleconferencing technology to link with community based organizations. This will broaden access to services and allow the system to reach those customers who, because of child care and other issues, can benefit from different service delivery strategies.

To complement PC online and phone access from home, work, library, school, social service providers, and other locations, the *NetWorks* One-Stop Career Centers will offer this information plus comprehensive in-person services, including self-service technology and expanded operating hours, to help meet the unique needs of all District residents moving from school-to-work, welfare-to-work, and work-to-work; and to help employers build a competitive, world-class workforce.

Insofar as the system offers a wide array of information and services, it does not operate in isolation. While serving as the gateway to workforce investment information and services, it has established and will continue to establish partnerships with existing providers to clarify roles and improve efficiencies. For example, written agreements with the University of the District of Columbia and Howard University will allow the *NetWorks* One-Stop Career Centers to provide educational and financial aid counseling, career counseling and labor market information to students, thereby reducing the need for duplicating this service in each of these colleges settings. The One-Stop Career Centers will effectively serve as a student career center throughout the

District. Other existing or proposed written agreements center on services provided to individuals with disabilities, older workers, and Job Corps access, as well as case management of welfare recipients.

To succeed, the *NetWorks* One-Stop Career Center System must be as dynamic as the challenges of today's economy. This dictates a customer rather than program orientation, investments in One-Stop system building, customer-friendly LMI products, capacity building, technology improvements, and a devotion to continuous improvement. Moreover, it necessitates horizontal partnerships with businesses, other providers and institutions in the District's emerging workforce investment system, and vertical partnerships between Federal, adjoining States, and local entities that agree on a common mission which has as its goal the economic vitality of both the District of Columbia and the entire Washington Metropolitan Area into the 21st century.

NetWorks System Development

Upon receipt of first year one-stop funding in 1998, the implementation of the DC *NetWorks* system has been on a fast track. The following initiatives were accomplished during 1999:

- The *NetWorks* Implementation Team was established. This team is comprised of a core group of individuals who developed the state's implementation grant proposal including, potential WIA partners, the Information Technology Support Center (ITSC), who provided technical assistance to the project, and representatives from the US Department of Labor's regional and national offices.
- Beginning in February, 1999, the Information Technology Support Center (ITSC) began reviewing available One-Stop products to satisfy Workforce Investment Act (WIA) requirements, and fulfill the *NetWorks* vision which predated the passage of WIA. The first major national initiative considered, a consortium comprised of Utah, Minnesota and New Jersey, was the One Stop Operating System (OSOS). The OSOS received particular attention because: 1) DOL supported for this approach and there was an expectation that WIA compliance would be assured, 2) a close correspondence existed between OSOS and the general concepts proposed for *NetWorks* and 3) there was high degree of similarity between the IT infrastructure of the District one of the key OSOS consortium members (Utah).
- At the same time that the Utah progress was being monitored, the status of other offerings was reviewed and updated. One commercial offering in particular, the Virtual One Stop system from Geographic Solutions, exhibited significant growth in capabilities. The addition of new features, particularly in the area of case management, led to a reassessment of the VOS operating system.
- In the late 1999, at the suggestion of Region III DOL staff, a review was conducted the status of neighboring states that had received One-Stop grants. The Pennsylvania One-Stop System, Career Link, was under development and was not one of the systems originally considered by the ITSC.
- After exhaustive review, the UWorks and Virtual One-Stop systems were selected as the prime candidates for adoption by the District. It was felt that both of these systems could provide a viable basis for achieving the District's One-Stop goals and satisfy the WIA mandates. The ITSC prepared estimates of the conversion efforts and costs associated

with the adaptation, deployment and operation of each of these systems to aid in the selection process.

- The results of the assessment determined that baseline UWorks was a somewhat more complete system, although Virtual One-Stop provided a more cost-effective solution and the intangibles favored UWorks. This led to an initial decision favoring UWorks. At this point, Geographic Solutions proposed certain concessions that tended to balance out the intangibles.
- Due to the closeness of the assessment of the prime candidates, it was decided to let each prospective developer provide detailed time and cost estimates to deliver their product. Both candidates have accepted this offer, and development estimates were delivered to the District in January 2000.
- In February, a decision was made to purchase the Virtual One-Stop operating system.
- On February 24, GeoSolutions placed a demonstration site on the Internet and Department of Employment Services. A technology-training package covering how to use the Internet how to use the Virtual One-Stop applications and how to utilize labor market information in the Virtual One-Stop environment is being developed for users.
- Department of Employment Services Office of Staff Development conducted a retreat for program managers to obtain input from senior management on what training they required to successfully implement and work in a Virtual One-Stop environment.
- Department of Employment Services Technology Workgroup began working with GeoSolutions on the initial product development in January. Presently, the case management, and job order modules are being developed and expected to be available in March 2000 . The remaining modules will be rolled out in a similar process over the next three months . The creation of an integrated service delivery and operating system utilizing web-based technology is the cornerstone of the *NetWorks* vision.

NetWorks/Virtual One-Stop Features

- Provides “Universal” Access to a broad range of employment, training and educational services;
- Includes interfaces specifically designed for visually impaired users and Spanish-speaking customers;
- Provides total integration of workforce development services at multiple skill and educational levels;
- Incorporates performance indicators and a consumer reports capability that will allow for the generation of sophisticated reports, graphs and management tools;
- Although VOS is fielded proprietary software, *NetWorks/VOS* will be a completely customized system that addresses the business rules, regulations and needs of the District of Columbia;

One-Stop Facility Development

At the time the One-Stop grant was received, the District had five (5) Employment and/or Training centers providing fragmented services largely to special populations. Once the grant was received, the District targeted all of its facilities for improvement or replacement. Each location was assessed to determine what facility related options were available. In reviewing the

facilities, size, accessibility, and commuting patterns were studied in order to select facilities that not only had the capacity for partnering, but also were within convenient distances of the population centers around the District. Existing facilities were considered along with new and renovated sites. One location was built to our specifications. Sometimes these renovations were major and other times they required only minor changes. An example of a major change is the development of the Naylor Road full service *NetWorks* center that redesigned an abandoned supermarket.

In addition to the renovations, our first year included the installation of hardware and initiation of *NetWorks* One-Stop services at four sites in the District (Naylor Road, SE, Columbia Road, NW, North Capitol Street, NW, Ninth Street, NW). A fifth site (M Street, SW) opened in January 2000. This first round of implementation has served as a comprehensive test of workstation hardware and software and communications systems, as well as staff preparation to carry out One-Stop client services. It is our plan to open three (3) additional *NetWorks* centers in 2000, and two centers in 2001.

Describe the degree of existing collaboration for WIA Title I, the Wagner-Peyser Act and all other required and optional partners.

Integration of Wagner-Peyser and Unemployment Insurance Services

The District's Wagner-Peyser funded labor exchange provides critical services through the District's network of One-Stop Career Centers. Both job seekers and employers have access to all Wagner-Peyser services in order to assist them in taking full advantage of the array of workforce development services either directly through One-Stop Career Center staff assistance or electronically via the web site and/or IVR phone systems.

The Worker Profiling initiative, under which those individuals identified as most likely to exhaust their UI claims receive immediate intervention and customized reemployment services, will be expanded from its current single site to all full-service One-Stop Career Centers, continuing the close collaboration of UI and Wagner-Peyser funded staff in an effort to assist UI claimants in reentering the workforce.

This strategic plan calls for both initial and continued claims to be taken/adjudicated by telephone in the near future, utilizing a UI call center system. Under this proposed system, staff will take the initial claims over the phone and, once a claim is established, weekly claims will be entered via the phone system without a need, in most cases, for staff interaction. Staff in the call centers will also provide appropriate referrals to the One-Stop Career Centers for in-person claimant eligibility reviews, review of work test activity, and job search assistance, to ensure that a claimant's return to work is prompt and efficient. UI claimants not attached to an employer will benefit from a full range of comprehensive employment and training services. While claims themselves will no longer be processed at a One-Stop Career Center, phone access to the UI Call Center will be available along with staff assistance for those who need help with the "phone-in" initial claim.

Collaboration with WIA Title I, Wagner Peyser and other Required/Optional Partners

One major infrastructure item that District is beginning to address is much more complex and challenging than the creation of physical One-Stop Centers and electronic linkages. It concerns the building local partnerships. Partnership building includes disruption of long standing "ways of doing business," merging of various "corporate cultures," redefining territorial boundaries and overcoming various corporate and individual personalities. Some of these partnerships are easily attained and others are more challenging.

The District of Columbia Department of Employment Services (DOES) has for many years assumed oversight responsibility for workforce development programs funded by the Department of Labor. This structure has afforded residents of the District of Columbia and surrounding jurisdictions the opportunity to access services through a seamless and integrated service delivery system. Programs under the DOES umbrella, many of which are also required partners under WIA include: Unemployment Insurance, Dislocated Workers, Employment Service, Veteran's Employment and Training, JTPA youth and adult services, the Senior Community Service Employment Program, School- to-Work, Welfare to Work, Job Corps, Alien Labor Certification, Apprenticeship and Pre-Apprenticeship, Labor Market Information, and the D.C. Occupational Information Coordinating Committee.

As part of our efforts to enhance and broaden customer access to these and other workforce development services, the District, through its one stop service delivery system, has developed collaborative partnerships with public and private sector organizations charged with addressing the diverse social, vocational and educational needs of area residents. Services offered by these organizations are comprehensive in nature and include housing assistance, educational remediation and development, transportation/child care assistance, and rehabilitation.

The entities that have worked collaboratively in developing the District's five-year strategy for workforce development include the Department of Housing and Community Development, Public and Assisted Housing, Department of Human Services/Rehabilitation Services Administration (RSA), Office on Aging, University of the District of Columbia (umbrella for the State Education Agency), Office of Early Childhood Development and the United Planning Organization. The District's Department of Corrections has also collaborated with the Department of Employment Services on a number of employment initiatives targeting the ex-offender population. They have agreed to a continued partnership that will broaden the ex-offender population's access to services available through the one stop system.

As we move forward with full implementation of WIA, the District will continue to use these partnerships to integrate service delivery, maximize resources, and provide our diverse customer population with the assistance needed to help them achieve and maintain self-sufficiency.

In looking at our one stop service delivery system, the District's WIA partners have developed a framework for solidifying linkages between the programs that provide vital services to District residents.

D.C. Housing Authority

The D.C. Housing Authority (DCHA), through a designated staff liaison, will have access to the assessment and career resources available through both the full service and satellite one stop network. DCHA, like a number of District agencies, receives federal grant funding which targets the delivery of services that address the workforce development needs of public housing residents. By sharing resources available through the one stop system, we can ensure that individuals striving for economic independence have access to the services required to remove their barriers to employment.

The Department's Office of Apprenticeship, Information and Training is also working in partnership with the D.C. Housing Authority to develop a Step-Up Apprenticeship initiative for public housing residents. This initiative which will be marketed through the DCHD's network as well as the one stop system, will enable residents, who are unskilled in the trades and/or do not qualify for formal apprenticeship programs, to be employed and work in the trades on housing construction projects.

The building maintenance repairer trade is the apprenticeable occupation that will allow residents to rotate through the various trades on the construction sites. This exposure and experience will help residents focus on selecting a trade to pursue through formal apprenticeship training. Residents who successfully complete this twelve month program will be guaranteed placement as registered apprentices or will be placed as building maintenance repairers with the DCHA. This initiative is aimed at providing opportunities that will enable low income residents to achieve long term economic self sufficiency.

State Education Agency

The District's State Education Agency (SEA), which is under the umbrella of the University of the District of Columbia, is working in collaboration with the DOES' one stop center network to ensure that residents have full access to available education and training resources. The SEA, which is also developing their state plan for adult education services, is totally committed to strengthening this partnership to improve the quality of service offered customers. A number of collaborative activities have been implemented or are planned for implementation. They include:

- Development of a joint assessment process between the one stop system and SEA (*Implemented*)
- Ongoing counseling and referral services (*Implemented*)
- Administration of the GED examination at the Naylor Road One Stop Center (*Implemented*)
- Development of adult education information booths at the one stop centers
- Availability of adult education information on video at one stop facilities
- Establishment of on-site educational training at one stop facilities (*Implemented*)
- Establishment of WEB page on adult education services
- Presentations to educational service providers on services available through the one stop network

Housing and Community Development

The Department of Housing and Community Development's (DHCD) role in WIA is extremely important because of the critical role this organization plays in the District's workforce and economic development efforts. In promoting service delivery integration, DHCD has agreed to work collaboratively to ensure that local economic development initiatives spearheaded by their organization, protect both the interests of potential workers as well as employers. Their outstanding role in job creation is vital to the success of the District's workforce development system.

In further support of job creation for District residents, when public and private corporations such as the local development corporations are funded by Community Development Block Grants, each will have a labor component. At a minimum, proposed development plans will detail the major industries, indicate the employment needs and specifications of the industry, and reflect how the District's employment and training system will facilitate the movement of District residents into jobs. The one stop system will use this information in developing training opportunities and providing career counseling.

Also supporting this partnership is the District's First Source Agreement Program which is designed to ensure that residents are given first priority for jobs generated by projects funded in whole or part by District federal funds administered by the D.C. government. It requires that contractors receiving a designated amount of funding, hire District residents to fill at least 51% of the new jobs created by the project. It also requires that the Employment Service be used as a first source for job referral.

DOES has implemented a site monitoring plan which includes on-site visits to First Source projects and meetings with contracting agencies. Program staff meet regularly with contracting agencies, contractors and community organizations to address issues and/or resolve problems that are inhibiting progress.

The District's Enterprise Community /Zone program, which is administered by DHCD, strives to provide zone residents with the resources and training necessary to empower individuals and families to achieve upward mobility. At the heart of empowerment is the building of a comprehensive approach to providing human, physical and economic development services to the residents of distressed communities.

The District's EC program goal is designed to build a comprehensive network of health, social, educational, cultural, and economic and workforce development services to help disadvantaged residents achieve upward mobility. These services, in many instances, are aimed at the population that require pre-entry preparation for workforce development programs. The EC Governance Board, which is comprised mainly of community representatives, has focused its neighborhood projects within the EC areas on the following categories to obtain upward mobility:

- § Employment, education and training opportunities;
- § Community collaborative that fosters entrepreneurial opportunities for needed

- services (i.e., landscape and environmental preservation, property management and maintenance careers);
- \$ Counseling for single parents and families in need of specific assistance;
- \$ Public safety and reduction in crime;
- \$ Opportunities for residents, merchants and organizations to participate in housing and community development activities;
- \$ Delivery of social and health care services to disadvantaged residents; and
- \$ Home ownership opportunities for low-to-moderate income residents

Thirty-nine (39) EC grants for a total of \$2.7 million have been awarded to community-based organizations to provide services that support the goal of the program.

The U.S. Department of Housing and Urban Development designated the District as an Enterprise Community (EC) in 1994 and awarded a one-time \$2.9 million grant to provide communities with resources and training to help citizens achieve economic empowerment and upward mobility. The EC is comprised of three (3) noncontiguous areas, identified by geographic locations, and as such named Target Areas Groups. TAG 1 is located in the Northeast & Northwest areas, TAG 2 is located in the Marshall Heights area, and TAG 3 is located in the Southeast 7 Southwest areas. The Department of Housing and Community Development (DHCD) is the Government's agency responsible for monitoring and oversight of the EC Governance Board. The ECP is developing working relationships with the Department of Employment Services in an effort to meet the challenges of the EC goal to provide zone residents with the resources and training necessary to empower individuals and families to achieve upward mobility.

In coordination with the Department of Housing and Community Development, DOES is in the process of finalizing a WIA compliant MOU which will enable residents to access DOES in the new and changing job markets. EC residents must have access to various forms of public and private assistance in education, job placement and family support. Providing basic education and transferable skills to the disadvantaged population will enable the District to build the capacity and stability of youth and allow families to determine their own economic future. Advancing the creation of new employment and business opportunities will also promote the inclusion and integration of social and economic development as an important component of a comprehensive community economic development plan.

Over the next program year, the EC will continue to work with DOES and D.C. Office of Finance and Treasury's Revenue Bond Program (DCRBP) which currently provides businesses (i.e., developers, businesses, trade associations, nonprofit institutions and individuals) that meet the eligibility criteria, and relocate and/or expand their business within an EZ/EC zones, with financing and investment incentives.

The future growth within the targeted areas includes the following strategies which have been developed collaboratively and will become a part of the MOU:

Co-locating services with DOES at One-Stops and other sites.

Encouraging local universities and employment agencies to join in providing a comprehensive campaign to increase educational assistance and vocational training;

Increasing employment by marketing the availability of tax credits to small and minority businesses;

Informing and encouraging businesses to take advantage of tax incentives by relocating and/or expanding within the District and targeting industry networks;

Increasing capital for community-based businesses, including EC subgrantees currently funded by DHCD, by bidding for federal and District contracts; and

Exploring increased funding and promoting innovative economic development projects which alleviate social and economic inequities.

Title V of the Older Americans Act

The District's Office on Aging (OoA) has oversight responsibility for the provision of services to senior residents of the District of Columbia. They currently work in partnership with the Department's one stop network in offering a full menu of employment and training and support services to seniors. The Senior Community Service Employment Program, which is administered by the Department of Employment Services in partnership with the National Senior Citizens Education and Research Project, is currently a partner in the District's one stop network. The following initiatives support the network of senior services:

- Development of partnerships with community based organizations to broaden work experience opportunities.
- Linkages with adult education resources available through one stop system
- Coordination with vocational rehabilitation program to ensure that seniors with special needs have access to available resources
- Collaboration between senior centers and other programs sponsored by OoA to disseminate information on available workforce development services available through the one stop system
- Collaboration with multicultural organizations to ensure that our one stop system effectively addresses the diverse needs of all seniors.

Welfare to Work and TANF

The District's workforce development system will assist in the further reduction of welfare costs through continued collaboration with the Department of Human Services (DHS) in making all employment and training services available to the District's TANF recipients. Staff in the one stop system are being equipped with the resources needed to assist this population in successfully achieving long term self sufficiency. We are also developing strategies that will allow us to effectively integrate services into the District's welfare centers.

The District's WtW program is now being operated under the DOES umbrella in collaboration with DHS. An agreement between the two agencies is being finalized which provides for the quarterly referral of 300 TANF recipients from DHS to DOES. These customers will have access to the full menu of services available through the one stop system. This includes WtW as well as other employment and training services.

Vocational Rehabilitation

Staff from the District's Rehabilitation Services Administration is housed at the Naylor Road One Stop Center to ensure that special needs customers are made aware of the comprehensive resources available in preparing them for gainful work activity. Steps are also being taken to ensure this program's representation at the other one stop centers and satellite locations.

Trade Adjustment and NAFTA Transitional Adjustment Assistance

The District's Unemployment Compensation Office advises employees/employers on how to file TAA petitions and prepare TAA applications. Applicants are given information on TAA, including North American Free Trade Association (NAFTA), with instructions on how to contact the OUC if they believe they are eligible.

Office of Early Childhood Development

As we move forward with WIA implementation, we will continue efforts to strengthen our linkages with this office which has access to a full array of child care resources. These services are vital as we take steps to address the child care needs of parents who are preparing to move from welfare to work.

United Planning Organization

The United Planning Organization (UPO) is a nonprofit human service agency that provides comprehensive social and vocational services to residents of the District of Columbia. UPO, which is designated as the District's community action agency, is a partner in the one stop system and instrumental in our efforts to reach a broader range of District residents. Currently, UPO is partnering with the District on a major regional transportation initiative that will increase opportunities for the placement of welfare recipients in suburban jobs. In addition to transportation services, their menu of offerings includes child care assistance, housing, senior services, early childhood development, drop-out prevention, pre-vocational and vocational training, TANF and WtW services.

Agreements have or will be executed with a number of other organizations that provide outreach, referral, training and work experience opportunities in support of various workforce development initiatives. They include:

- Court Services and Offender Supervision
- Recreation and Parks
- Public Works
- Department of Health
- Food Stamp Program
- University of the District of Columbia

Most One-Stop Career Center services are provided directly by cross-trained staff of the Department of Employment Services. Other services are integrated by having other agency staff

outstationed at the One-Stop Career Centers on a regular basis, by providing direct referrals to other agencies, ultimately to have services delivered by One-Stop Career Center staff under a contract from another agency, or through electronic access.

3. System Infrastructure

Establishing Local Workforce Investment Areas

The District is designated as a single service delivery area under JTPA. By virtue of that fact, the Mayor has designated the District as a local area for the purposes of WIA. We consider this an automatic designation that has been reaffirmed by the Mayor with the recommendation of the DCWIC. There have been no appeals of area designation and none are anticipated.

Regional Planning

The District of Columbia recognizes the importance of establishing collaborative relationships with jurisdictions in the Washington metropolitan area to maximize use of available resources and ensure that residents have access to a full range of workforce development opportunities. Currently the District is partnering with the State of Maryland and the Commonwealth of Virginia in the implementation of a regional information technology initiative, Metro Tech, which offers customized training and provides job placement opportunities to residents of the three jurisdictions. This employer focused project, which received full implementation funding from the U.S. Department of Labor on Thursday, March 23, was developed collaboratively with input from the Northern Virginia Technology Council, the Greater Washington Board of Trade, USDOL, Office of Management and Budget, representatives from each jurisdiction's state workforce development agency, and other employer organizations. Metro Tech is uniquely structured to ensure that those identified for participation have access to opportunities available across jurisdictions through a seamless service delivery system. Metro Tech's advisory and management bodies include representatives from each jurisdiction's technology councils and the Greater Washington Board of Trade.

In addition, we are now participating in a regional transportation initiative with the Metropolitan Washington Council of Governments, WMATA, United Planning Organization, the Potomac and Rappahannock Transportation Commission /Virginia Railway Express, and the Fairfax Department of Family Services, that is intended to provide transportation resources that will allow low income and TANF recipients in the Washington metropolitan area to access job opportunities throughout the region. This initiative, which is funded by the Federal Transit Administration, was developed through collaboration between these organizations as well as other regional stakeholders with an investment in the workforce development system.

In making this initiative a success, meetings have been held with the Airport Council, the Dulles Area Transportation Association, and the Virginia Employment Commission to plan ways to leverage resources and effectively share information on employment opportunities throughout the region. Preliminary discussions have also been held with Prince George's County.

The DCWIC strongly supports efforts to address the transportation issue and its impact on the

region's workforce investment system. In looking at regional linkages, priority will be given to the identification of transportation resources.

Selection of Service Providers for Individual Training Accounts: Policies and Procedures

The District of Columbia has established the following policies and procedures for determining the initial eligibility of training providers. The policies and procedures were developed in compliance with the District of Columbia Municipal Regulations, Title 27, Contracts and Procurement:

To be initially eligible to receive funds for the provision of training services, a provider must be:

- a post-secondary educational institution that is eligible to receive federal funds under title IV of the Higher Education Act of 1965 and provides a program that leads to an associate degree, baccalaureate degree, or certificate; or an entity that carries out programs under the National Apprenticeship Act; and have submitted an application to the DCWIC that includes, but is not limited to, the following information: Name of institution or entity, programs to be offered and where and when they will be offered, and cost of such programs.
- a public or private provider of training program services and have submitted an application to the DCWIC that includes, but is not limited to, the name of the institution or entity, programs to be offered, and where and when they will be offered, and the following verifiable performance and cost information, if available upon initial application:
 - the program completion rates for all individuals participating in the applicable programs;
 - the percentage of all individuals participating in the applicable programs who obtain unsubsidized employment in an occupation related to the program (training related placement);
 - the wages at placement in employment of all individuals participating in the applicable program;
 - the percentage of placements with benefits
 - the percentage of training participants receiving funds authorized under Title I of WIA who have completed the applicable programs and who are placed in unsubsidized employment;
 - the retention rates in unsubsidized employment of training participants receiving funds authorized under Title I of WIA who have completed the applicable program 6 months after the first day of employment; and where appropriate;
 - the rates of licensure or certification, attainment of academic degrees or equivalents, or attainment of other measures of skills, of the training participants receiving funds authorized under Title I of WIA who graduate from the applicable programs; and
 - information on program costs (such as tuition and fees) for training participants in the applicable program.

The initial period of eligibility will be 18 months from when the District formally implements the WIA. Subsequent eligibility will require all training providers to submit an application to the DCWIC that contains the above performance and cost information on an annual basis. The

DCWIC reserves the right to require higher levels of performance based on the performance information submitted by a training provider for subsequent eligibility.

When a service provider is unable to provide the required performance information, the District may opt to make the eligibility determination based on the provider's ability to perform, and then evaluate the provider's performance for the subsequent program year.

The Mayor and the DCWIC may require additional information. If gathering such additional information imposes extraordinary costs or if gathering the required information on training participants receiving funds authorized under title I of WIA imposes extraordinary costs, the Mayor or the DCWIC shall provide access to cost-effective methods for the collection of the information required, or the Mayor shall provide additional resources to assist providers in the collection of the information.

The Mayor will make available the services of the Department of Employment Services for the use of wage records in the gathering of information related to the eligible provider provision under WIA where appropriate as determined by the Department's Director, and not prohibited by state or federal law.

Customized and on-the-job training programs will not be subject to the eligible provider requirements.

The District has developed an application which is being used by service providers interested in becoming a part of the Individual Training Account system. The application requests information as required under WIA. After applications are submitted to the DCWIC, the information provided is documented on a list of providers with required cost and performance information reflected. The list is forwarded to DOES for review and determination of eligibility within a 30 day period. Eligibility is based on required performance levels set by the DCWIC in compliance with WIA. Currently there are 40 organizations on the list of eligible providers with additional applications being submitted on a weekly basis. If the provider does not meet the required performance levels it may be removed from the list of eligible providers (see below). To appeal the removal from the state list and denial of eligibility a provider of training services will:

- Submit a written request for a hearing to the DCWIC. This hearing-conducted by the DCWIC must take place within 30 days of receipt of the request by the DCWIC;
- The hearing shall include a rendering as to why the eligibility was terminated by the DCWIC and an appeal by the training provider citing why the decision should be reversed or a compromise established; within 10 days of the hearing a final judgment by the DCWIC will be rendered and will include the length of time the provider must remain ineligible, if any, and conditions that will justify reestablishing eligibility.

The Mayor has designated the Department of Employment Services as the agency responsible for carrying out the responsibilities associated with the selection of service providers for Individual Training Accounts including making determinations whether a provider has met its performance levels and carrying out enforcement measures. This decision was made based on the fact that DOES operates the District's One-Stop Career Centers, is an unbiased broker of

information and services, and oversees the employment statistics agency that will be utilized to help eligible providers gather performance information.

Solicitation of Recommendations

The District has and will continue to solicit recommendations regarding the development of a workforce investment system and for input related to this plan, through its inclusive and broad based DCWIC membership. This will provide input from a wide range of interests including agencies and services providers, representatives from education, business, and labor, as well as interested members of the public.

Individual Training Accounts Provider Lists

The Department of Employment Services *has* developed a list of eligible training providers from applications forwarded by the DCWIC. It will maintain the list in at least two formats. It will be posted to the Internet. The Department will also publish the list in pamphlet form on a regular basis. The pamphlets will be distributed to One-Stop Career Centers, libraries and schools. In making informed decisions, customers will also have access, through the Consumers Report System, to performance information on service providers.

The list of eligible training providers will contain the following information:

- completion rates
- wage at placement
- percentage obtaining license, certificate or degree, if applicable
- rate of retention in unsubsidized employment
- program cost

The Department is well positioned to provide access to the list of eligible providers and performance data. Its Internet home page is well known and visited by thousands of DOES' customers each week. The page is hot linked to all major educational institutions. In addition, the department regularly prints pamphlets and brochures. It maintains mailing lists of libraries, schools, and organizations involved in workforce development.

Removing Providers from the Eligible Provider List

Upon receiving a list of providers that includes the required program performance and cost information from the DCWIC, the Department of Employment Services will determine, within 30 days, whether the required information, including performance levels, have been met. If the levels have not been met, DOES, in consultation with the DCWIC may remove the program from the list. Providers may also be removed from the list for the following:

- Accuracy of information: If inaccurate information regarding a program is intentionally supplied to the DCWIC, a termination of eligibility will take place. This termination will remain in effect for a minimum of two years.
- Noncompliance: If the DCWIC determines that an eligible provider has substantially

violated any requirement under the Act, the DOES will terminate the eligibility of the provider to receive funds for the program in question or take other action as deemed appropriate.

- Repayment: A provider whose eligibility is terminated may be liable for repayment of all funds received for the program during any period of noncompliance.
- Grievance: Each application shall contain a grievance clause, approved by the Director of the Office of Contracts and Procurement, that provides resolution of grievances in accordance with the Protest provision of the District of Columbia Municipal Regulations Title 27 of 1988. The language reads as follows:

In accordance with the provisions of Section 908 of the District Procurement Practices Act of 1985 (the "Act"), as amended, D.C. Code Section 1-1189.8 (Supp. 1997), all protests concerning the procurement shall be filed with the District of Columbia Contract Appeals Board (which has original jurisdiction to decide all protests of solicitations or awards) in accordance with 45 District of Columbia Regulations, Chapter 3 at 1414 (March 13, 1998). A copy of the protest shall be mailed to the Contracting Officer. Offerors may file a protest within ten working days of the date of the offeror knew, or should have known, of the basis for protest.

Customer Choice and Individual Training Accounts

The District will fully implement the Individual Training Account approach to skills enhancement, to ensure that customers for whom vocational or remedial training is deemed appropriate are given comprehensive information about eligible training providers in the Washington Metropolitan Area, and are then able to choose the provider from whom they wish to receive training. We consider this WIA emphasis on individual choice to be one of the hallmarks of a customer-oriented system. We consider this WIA emphasis on individual choice to be one of the hallmarks of a customer-oriented system.

Staff will assist customers by coordinating with training providers that have been determined eligible by the DCWIC. To maximize coordination and efficient use of resources, each training provider will predetermine a customer's Pell Grant eligibility at the time of the customer survey and/or potential enrollment.

The District will continuously update the list of eligible training providers, thereby providing our customers with maximum access to all appropriate training options. The DCWIC will establish an appropriate limit to ITA dollar amounts as experience in establishing an ITA system is built. Plan modifications which place limits on dollar amounts and reflect subsequent policy decisions may be submitted at a later time.

Capacity to Deliver Employment Statistics Information

The Labor Market Information (LMI) Division of the Department of Employment Services (DOES) is the entity responsible for the production of the official Bureau of Labor Statistics (BLS) data for the District and the Washington, D.C. Primary Metropolitan Statistical Area.

Through cooperative statistical programs with the BLS, the LMI Division produces quantitative information to help a wide range of customers understand the rapidly changing dynamics of the labor market. Our customer base has traditionally been program analysts and semi-technical administrators who need reliable employment and unemployment data to help them make decisions about future economic growth. These individuals may work either in the public sector and be concerned about issues such as the flow of state revenues, or in the private sector and be concerned about issues such as approving a loan based on a business plan that uses current unemployment data or wage information.

In recent years, with the support of funding through America's Labor Market Information System (ALMIS), the LMI unit has developed products to serve a broader range of customers, especially those concerned with evaluating career options, such as dislocated workers and young people just entering the labor market. Among those products are industry and occupational projections for the District and the metropolitan area and the occupational supply and demand publication. The LMI unit has worked closely with the State Occupational Information Coordinating Committee (SOICC) to evaluate the need for career information and produce products that are targeted at specific audiences, such as students. In cooperation with the Maryland and Virginia SOICC'S, the D.C. OICC produced a regional career tabloid in addition to a D.C. career tabloid.

Our traditional products use data produced for the Bureau of Labor Statistics to provide a quick snapshot of the local labor market conditions. These publications usually provide current and comparative historical data to show which parts of the District are doing well or poorly in terms of job growth, wage growth, and unemployment. Data is published at both the metropolitan area, and District levels.

Monthly statistical information is released to the public in a newsletter that combines data with narrative on current issues of interest to employers and workers. The latest unemployment and job data is also available for quick public access on the Internet via the *NetWorks* home page. Historical data series are also available on the Internet.

DOES began distributing LMI through electronic means in the early 1990s. Current job openings were listed on the a bulletin board to help job seekers receive information quickly and conveniently. With financial support from ALMIS, and the explosion in Internet usage, we have carried our job information network to the next level and all jobs in the District's Job Bank are now posted electronically via our participation with USDOL's America's Job Bank (AJB).

As part of the One-Stop LMI project, we will continue to expand our use of the Internet, making data from all the major BLS programs available. We will also make our ALMIS database and related products accessible through the web. The core element of the ALMIS database is occupational projections. We will commit to a biannual update of these projections to ensure that our career information reflects the latest changes in our dynamic labor markets. In order to make our career information as valuable as possible, we have developed new distribution products that combine information from a variety of sources, such as licensing and wages, for the fastest growing occupations. The raw labor market information contained in the ALMIS database will be available to our customers in an easy-to-use, customer-friendly Web based application (Virtual One Stop). Occupational brochures and posters will be created to target customers who

will identify with our products and be able to make informed career choices.

In summary, the District will create a flexible and responsive Labor Market Information system using the latest technology to produce products that can be targeted at selected customer groups in order to maximize effectiveness.

Work Test and Feed Back Requirements Under 17(a)(3)(F) of the Wagner-Peyser Act

Unemployment insurance claimants currently file their initial claim in person at a NetWorks One-Stop Career Center. During the initial claims process, the Training and Development Coordinator (TDC) gathers basic information for an employment application and the record is electronically transferred to the appropriate One-Stop file (Training and Development Coordinator is the new generalist title used to identify staff formerly designated to provide services under Wagner-Peyser as well as those designated to provide services under JTPA. One-Stop staff are now being trained as generalists to provide basic eligibility determination for all of the Department's training and employment-related programs and to provide initial services whether they are employment or training-related). Once in the file, the claimant is considered for referral to jobs. The input of the claim into the District's UI data system also creates a Job Service (Wagner-Peyser) application automatically.

One-Stop staff enter all job referrals into a computerized record. They also follow-up with employers and enter the results of such referrals. A daily list of claimants who have accepted or refused a job, failed to accept referral to a job, or failed to report to job interviews after accepting a referral to a job, will automatically be provided to the Claims Adjudication Unit for screening and initiation of the fact-finding/adjudication process. Once fact-finding has been completed, the UI Claims Examiner begins the adjudication process, and disqualifies the claimant, if appropriate, either for refusal of a job, failure to apply for suitable work or being unavailable for work.

In the future, it is anticipated that unemployment claimants will have the option of filing initial claims by telephone, over the Internet or in person. The claimant who files by telephone will be able to complete the initial claims process from any NetWorks One-Stop Career Center, which will provide access to telephones and/or computers, and assistance, if needed. Data collected by telephone or online will be automatically transferred to the DOCS mainframe UI database, which will be seamlessly interfaced with the Virtual One-Stop WIA automated system.

Wagner-Peyser Staff and the Eligibility Review Process

The District views the Eligibility Review Process (ERP) as an opportunity to identify unemployment insurance claimants who need additional reemployment assistance and to also ensure that individuals receiving benefits continue to be eligible for those benefits. When filing initial claims, as well as during subsequent scheduled interviews, claimants undergo eligibility reviews by the Training and Development Coordinator (TDC). The new D.C. automated UI system (DOCS) includes the capability for totally automating the ERP process. This system was implemented in early February of 2000. Under this procedure, the Claims Taker at the time of initial filing specifies an interview interval for ERP purposes, ranging from two to thirteen

weeks, based on the claimant's potential employability as determined by their occupational classification, work history, etc. Each local office determines on a weekly basis how many ERP interviews they wish to schedule. The system then automatically schedules the requested number of claimants based upon the interview interval previously established, and sends each one a notice indicating the date and time of their interview, as well as a work search record to be completed with information about their job search efforts during the most recent two-week period claimed (employers/persons contacted, telephone numbers, etc.).

If the claimant does not appear as scheduled, the computer automatically establishes an issue on the claim at the time of the individual's next certification. A Claims Examiner must then adjudicate whether the individual had good cause for failing to report.

If the claimant does report, they are seen by a TDC/Wagner-Peyser staff member who reviews their job search, work history and other indicators of a possible need for assistance, schedules additional job interviews if possible, and randomly verifies the recorded job search information. The TDC then reports back to the appropriate Claims Examiner the results of the ERP interview and of any job referrals scheduled during that time. Customers who fail to follow up on any appointments scheduled during the ERP have issues established on their UI claims which are immediately referred to a Claims Examiner for adjudication.

All claimants are encouraged to utilize the services of the One-Stop Career Centers through information provided during the eligibility determination process, or through orientations. In addition, claimants assessed as needing assistance in their efforts to achieve an early return to work will be referred to One-Stop services by TDCs. At the One-Stop Career Center, staff will provide basic job placement services and, if necessary, intensive services.

All claimants who receive a first unemployment benefit payment will be profiled using a statistical formula based on demographics. Each week the names of profiled claimants are placed in an electronic file, sorted according to their probability of exhausting benefits. Every week the One-Stop staff will determine how many claimants can be served and enter the number into the computer. The computer will then automatically mail the claimant an appointment card. Appointments are given to those with the highest probability of exhausting benefits. These claimants are called in and given information about available services, assessed and a reemployment plan developed.

In the event claimants fail to participate in the plan designed by One-Stop Career Center staff to assist them in an early return to work, including instruction on how to effectively conduct a work search, the adjudication unit will be notified electronically and the fact finding/adjudication process will begin. The same will occur if claimants fail to report to the One-Stop Career Center to meet with staff to develop a plan, or if they discontinue participation at any point.

C. Assessment of Strengths and Improvement Opportunities

The Economic Resurgence of Washington, D.C.

In 1998, a bold, hard hitting economic development strategy was developed by D.C.

Government, the Financial Responsibility and Management Assistance Authority, and the private sector, in cooperation with a host of other key public partners. The Economic Resurgence of Washington, D.C., Citizens Plan for Prosperity in the 21st Century was the first-ever strategic economic development plan for the District.

While the Plan acknowledges past periods of declining jobs, rising crime and negative image, it argues a strong case for a city on the rebound. “As a city well suited for the New Economy of the 21st Century, we have begun to turn our knowledge and information base, our technological and communications strengths, and our position as a global center into building blocks of prosperity for our businesses and residents.” The Plan lays out a comprehensive strategy that centers around three major initiatives:

1. **Growing the Private Sector:** With the downsizing over the past decade of the federal government, which had been a major employer of D.C. residents, District efforts have been focused on diversifying the economic base by growing the private sector.
2. **Supporting Industry-Specific Networks:** The Plan creates six active and on-going Industry Network groups that represent the leading edge of business and job growth in the City and will serve as D.C. engines of prosperity for the 21st century:
 - Business/Professional/Financial/Association Services
 - Hospitality/Entertainment/Tourism/ Specialty Retail
 - Biomedical Research/Health Services
 - Universities/Educational/Research Institutions
 - Information Technology /Telecommunications
 - Media/Publications

In the metropolitan Washington region, these six Industry Networks accounted for over 1.3 million jobs in 1996, fifty-five percent of total private sector employment. From 1980 to 1990, jobs in the six networks combined grew by 90 percent across the region. Within Washington, D.C., these six Networks employ nearly 300,000 people, almost two-third of the city’s private jobs, with tremendous growth potential in the next decade.

Creating Cross-Cutting Policy Workgroups: Six workgroups are functioning to focus on broad issues that directly impact the quality of life and the prosperity of the citizens in the District. Working together, hundreds of citizen experts are focused on issues related to business promotion, business climate, downtown development, neighborhood development, attracting/retaining residents, and workforce development. They cover a range of issues, including improving schools, supporting neighborhood and community development, emphasizing quality job training, and growing businesses and jobs.

More than 400 business, civic, community and government leaders developed over 40 action steps, which will all be initiated – and many completed – before the new millennium. A significant number relate to community and workforce development and will directly support this Youth Plan. For example, the Economic Resurgence Plan calls for:

- aggressive and bold action from the D.C. Workforce Investment Council in setting up strong performance requirements and accountability measures for workforce investment;
- the expansion of the University of the District of Columbia, D.C.'s only university, to include a two year degree/ "community college" education to meet the needs of employers;
- the provision of resources for public "school-to-career" programs and charter schools to train students for jobs in growing industries such as information technology and hospitality;
- the full implementation of the Regional Jobs Initiative to prepare residents for employment in the fast growing information technology and telecommunication industries; and
- increased public and private support for community development corporations and community-based organizations to expand their capacity to develop businesses, jobs, promote homeownership and provide quality programs and services to residents.

The economic development plan served a critical function in workforce development in that it:

- identifies the key growth sectors of a diversifying economic base within the District;
- provides a focal point for business development and education/training efforts;
- communicates a positive message of growth, development and JOBS for District residents
- underscores the importance of building a strong workforce development system for both youth and adults.

Because the District is a single Service Delivery Area, with many federally funded employment and training programs administered by the Department of Employment Services, coordination of an integrated network is greatly simplified. WIA adult and youth, Dislocated Worker, Unemployment Insurance, the Employment Service, Veterans programs, Job Corps, Senior Community Services Employment, and the Apprenticeship system are all administered by the DOES. DOES is also the lead agency for the District's Welfare-to-Work efforts and has been a long time partner with the Department of Human Services, the District's TANF agency. This association, along with strong working partnerships with many other service providers and diverse funding streams and resources, enhances the District's capacity to best address the employment and training needs of customers.

However, an assessment of the employment and training system reveals a number of opportunities for improvement. These improvement opportunities include: staff development, enhanced integration of the Department's automated tracking and data collection systems, provision of user-friendly labor market information, continuous service delivery improvement, and customer satisfaction.

The District's priorities over the next five years will be:

- a. Providing the public with more timely, comprehensive, and user-friendly labor market information.
- b. Continuous staff training with emphasis on assessment and case management skills.
- c. Establishing the Virtual One-Stop integrated computer system for intake, assessment, keyword job matching, and client tracking and reporting, among other new systems.
- d. Establishing a reliable training performance rating system for our customers to ensure Individual Training Account funds are used for quality skill improvement.

- e. Improving universal access to the Career Resource Centers by providing our local partners with access to electronic employment data for our shared customers.
- f. Constant assessment of systems to identify mechanisms to improve service delivery with all community partners including the TANF agency.
- g. Establishing and maintaining a performance system based on continuous improvement.
- h. Empowering customers via universal access to the District's One-Stop Career Centers and the comprehensive services and information they provide.

IV. Strategies for Improvement

The *NetWorks* One-Stop Career Centers will be “hubs” for customers where individual career strategies are developed addressing skill development, job search strategies, child care, transportation and other services associated with employment/reemployment. The *NetWorks* One-Stop System will develop partnerships with community agencies to develop common policies and practices, and to acquire and use technology which will reduce redundancy and streamline service delivery.

The District will employ the following strategies for improvement:

- The District of Columbia Workforce Investment Council (DCWIC) will lead the District's workforce investment system. The DCWIC will identify skill development issues and develop collaborative solutions using the blended resources of the partners. Under the leadership of the DCWIC, the District expects to improve its services to customers and meet all of its performance standards.
- Provide staff development and assessment and case management training, including the highly acclaimed Career Development Facilitators training.
- Establish an integrated on-line computerized tracking and data collection system for intake, assessment, keyword job matching, and client tracking and reporting.
- Make available to job seeking and employer customers more timely, comprehensive and user-friendly labor market information.
- Train staff and partners to continuously improve service delivery by constantly assessing ways to better identify and coordinate with all community partners including the TANF agency. Establish a reliable training provider performance rating system to ensure that Individual Training Account (ITA) funds are well spent,
- Empower customers via access comprehensive services and information available through the *NetWorks* One-Stop System and the Internet.
- Measure customer satisfaction through surveys, provide feedback to staff, and modify and improve services to address customer concerns and meet the District's customer satisfaction performance standard.
- Maximize the use and impact of the Internet by updating and expanding the *NetWorks* home page.

A. Leadership

It is important that every level of leadership and staff understand and support the workforce investment concept of an integrated network of service delivery providers. The District's

coalition of providers is relatively small, with all connected through the Mayor or “chief elected official”, but there are many personal interactions and historical partnerships. These informal associations are strengthened with more formalized memoranda of understanding (MOU). The DCWIC provides an excellent forum for achieving common agreement on performance measures, emerging skill needs, and opportunities for merging resources to solve the workforce investment needs of the community. The DCWIC, with business leaders and other significant members, will be able to raise barrier issues to a level at which the District’s policy makers, higher education leaders, and City Council members are able to work with the business community to resolve problems and provide a unified focus. The result is that the District will be able to construct common workforce investment strategies rather than building numerous parallel tracks that waste resources and in some cases, fail to address specific needs. It is anticipated that the collaboration among One-Stop Career Center partners will be significantly enhanced through the development of formal MOUs. In addition, District leadership through a business led Workforce Investment Council will provide insight and expertise, and system improvement through a performance measurement system based on continuous improvement will provide increasingly better and more effective services to District citizens.

Waivers

At this time, no issues requiring waivers has been identified. However, the Department of Employment Services will continue to evaluate the need for this in the future.

Improving Performance

The performance outcomes promulgated through welfare reform, welfare-to-work and the Workforce Investment Act have common measurements that support a more unified workforce development program. This matrix of federal programs forms the context in which the District of Columbia Workforce Investment Council (DCWIC) is able to construct its plan. Currently, child care, transportation, skills development and economic development issues are common elements in workforce development discussions within the District. In some instances, the DOES has issued requests for proposals and developed holistic approaches that effectively help individuals gain employment and help employers capitalize on local workers. In the future the District will take full advantage of WIA to expand these ongoing efforts. Strategies to improve performance will include:

- Enhancing the One-Stop Career Center system by establishing a larger network of partners through the MOU process and DCWIC initiatives, and strengthening current partnerships by moving to a more operational collaboration from a less cohesive coordination of services,
- Moving from an agency/institution-led board to a business-led Council that is better equipped to respond to customer needs,
- Working to uncover and eliminate barriers to developing an effective workforce development system through close working relationships with the Mayor's office,
- Establishing an effective performance evaluation system based on continuous

improvement and utilizing, where appropriate, the Baldrige criteria,

- Establishing an effective Youth Council as part of the DCWIC that will work to ensure an effective management of youth programs within the District. This will be accomplished, in part, by close collaboration between the DCWIC and the District's School-to-Career program in areas such as capacity building, program expertise, and program effectiveness.

B. Services

The Districts NetWorks system is designed to provide comprehensive services to the District's diverse customer population. Through the Virtual One Stop System and other electronic resources including teleconferencing, the ITA system, an enhanced labor market network, and solid partnerships with workforce development stakeholders throughout the region, public access to services will be streamlined and greatly enhanced and customers will feel empowered to make smart decisions about their personal workforce development needs.

The NetWorks system is also working to strengthen relationships with our employer customers. Customized services currently being provided include designating marketing staff to focus on specific industry clusters, conducting ongoing campaigns to market the benefits of the three tax credit programs, pre-screening applicants for mass recruitments, and assisting employers in recruiting targeted populations. We are also expanding our efforts to provide customized training services that are developed in collaboration with those employers seeking to fill labor shortages.

- The District will use its Governor's 15% funds reserved for statewide activities for the following:
 - Disseminating the District list of eligible training providers,
 - Evaluating the provision of services through the One-Stop Career Center system,
 - Possible development of an incentive grant system for rewarding exemplary performance by One-Stop Career Centers;
 - Providing technical assistance to One-Stop Career Centers which fail to meet performance measures,
 - Assisting in the continued development and operation of the District's One-Stop Career Center system; and
 - Operating a fiscal and management accountability information system.
- The District may also use portions of the 15% funds for the following:
 - Administering authorized 15% activities;
 - Providing capacity building and technical assistance to One-Stop operators, partners, and eligible training providers;
 - Implementing innovative incumbent worker, displaced homemaker or nontraditional training programs;
 - Establishing and implementing programs targeted to the District's enterprise community;

- Supporting the identification of eligible training providers; or
 - Other allowable activities as determined to be necessary.
- Additionally, the District will reserve up to 25% of dislocated worker funding for rapid response activities.

The District plans to provide One-Stop Career Center managers with the skill sets that will help them provide appropriate resources and technical assistance in their respective Centers. The District is committed to a collaborative approach at every level; thus Memoranda of Understanding (MOUs) will be developed with each partnering agency. The Department of Human Services (the District's TANF agency) is a key player and has proven to be instrumental in supporting the collaborative model with both resources and a focus on common outcomes.

Employment and training activities to be carried out with the adult and dislocated worker funds received by the District through allotments may include:

- **Core Services**

Determination of whether individuals are eligible to receive assistance;
 Outreach, intake, (which may include worker profiling), and orientation to the information and other services available through the one-stop delivery system;
 Initial assessment of skill levels, aptitudes, abilities and supportive service needs,
 Job Search and placement assistance, including career counseling where appropriate,
 Labor Market Information, which provides accurate data relating to local, regional and national labor market areas, and relating to local occupations in demand and the earnings and skill requirements for such occupations;
 Performance information and program cost information on eligible providers of training services;
 Information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the One-Stop delivery system;
 Information about available supportive services, including child care, housing and transportation, in the local area and referral to such services, as appropriate. This will be coordinated through collaboration with the District's network of community based organizations;
 Information regarding the filing of claims for unemployment compensation;
 Assistance in establishing eligibility for welfare-to-work activities available in the local area and programs of financial aid assistance for training and education programs that are not funded under WIA and are available in the local area;

Follow-up services, including counseling regarding the workplace, for participants in workforce investment activities who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

- **Intensive Services**

Comprehensive and specialized assessments of skill levels and service needs including diagnostic testing and use of other assessment tools; in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

Development of employment plans which identify the employment goals, appropriate achievement objectives and appropriate combination of services for the participant to achieve employment goals;

Group and individual counseling and career planning;

Case management;

Short-term pre-vocational services, including development of learning, communication and interviewing skills, punctuality, personal maintenance skills and professional conduct to prepare individuals for unsubsidized employment or training.

- **Training Services**

Occupational Skills training, including training for nontraditional occupations;

On-the-job training;

Programs that combine workplace training with related instruction, which may include cooperative education programs,

Training programs operated by the private sector;

Skill upgrading and retraining;

Entrepreneurial training;

Job readiness training;

Adult education and literacy activities in conjunction with other training;

Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion.

The District's current *NetWorks* One-Stop system offers the District's more than 16,000 registered job seekers the following menu of services:

Labor Market Information

- * Current and projected labor market information (including occupational demand and wages)
- * Information on current job openings, hiring requirements, and job referral information. This includes information at the local, state, national, and federal level.
- * Worldwide electronic access to labor markets and career information (Internet)
- * Information on national skill standards

Career Development Services

- * Information on careers and skill requirements
- * Career, education, and financial aid counseling
- * Information on the availability and quality of education and training programs
- * Job development and placement assistance
- * Job search skills training
- * Resume preparation
- * Employment-related workshops

Assessment Services

- * Comprehensive assessment including vocational interest inventories, aptitude assessment and other testing services
- * Initial eligibility information on programs and services available within the community (as well as Department of Labor program eligibility determination)
- * Referrals to other agencies and institutions for services not directly available at the One-Stop Career Centers

Special Programs

- * School-to-work information and referrals
- * Welfare-To-Work Program
- * Veterans Services
- * Trade Adjustment Assistance services
- * Dislocated Worker services
- * Assistive technology for individuals with disabilities
- * National Community Service Program
- * Registered Apprenticeship and Pre-Apprenticeship opportunities

Unemployment Insurance Services

- * Unemployment Insurance benefit information/determination
- * Claim Filing assistance
- * Initial claims will be filed by phone in the future
- * Unemployment Insurance Worker Profiling

The District's current *NetWorks* One-Stop system offers the District's more than 28,000 employers the following menu of services:

Employee Recruitment Services

- * Applicant screening and recruitment.
- * Applicant/employee testing
- * Recruitment support (space, FAX, phone, copier, computer, etc.)

- * Workforce development assistance
- * Access to qualified nontraditional and minority candidates

Consultation Services

- * Consultation and technical assistance on employment issues
- * Information on District workplace regulations
- * A broad array of labor market information, including employment statistics
- * Wages, labor market trends, census data and planning information
- * Access to small business information and technical assistance
- * Information and access to older worker programs, Veterans programs, and special assistance programs.

Training Services

- * Customized training programs geared to specific employer needs
- * Hi-tech customized training collaboratives
- * Registered Apprenticeship and Pre-Apprenticeship programs

Federal and Other Special Programs

- * Rapid response
- * Alien certification

Labor Market Information

- * Worldwide electronic access to labor market information (Internet)

Unemployment Insurance Services

- * Information on Liability
- * UI Tax Computation Information
- * Reporting Requirements
- * Simplified Tax And Wage Reporting System (STAWRS)

Additional Customized Programs and Services

Complementing the above DOES services for employers and job seekers, the District's One-Stop Career Center System offers a rich menu of additional customized programs and services that highlight our comprehensive working relationships with One-Stop Career Center partners. These are provided in three ways:

Agencies Assigning Staff to the One-Stop Career Centers

- * Job Corps (DOES)
- * Senior Aide Program (DOES and Department of Agriculture)
- * Rehabilitation Services Administration and Income Maintenance Administration (DHS)
- * Literacy programs (UDC and D.C. Public Schools)
- * Adult basic education and GED (UDC/State Education Agency)
- * Higher education (UDC/Howard University)

Referrals by One-Stop Career Center Staff to Other Agencies

- * Government and educational agencies and institutions, community-based organizations and economic development training programs
- * Carl Perkins Act Post-Secondary Programs and adult literacy/education programs
- * Rehabilitation Services Administration, mental health and substance abuse counseling

One-Stop Career Center Staff under Memoranda of Understanding

- * Temporary Employment Agencies (Mature Staffing, Choice Temporaries)
- * In the near future, it is planned for staff from the D.C. Department of Human Services and the U.S. Department of Agriculture to become permanent One-Stop Career Center staff under an interagency MOU agreement with DOES.
- * Memoranda of Understanding will be developed between the DCWIC and all mandatory One-Stop Career Center partners as outlined in the WIA. (Attachment E) These MOUs, complement current formal and informal agreements among institutions and agencies that are already dedicated to creating a integrated network of employment, education, and training services to District citizens.

Customer choice in the selection of training activities will be maximized by the creation and maintenance of the Consumer Report Card system of training providers and the use of Individual Training Accounts. The Consumer Report Card system will be coordinated by the DCWIC and administered by the Department of Employment Services. This system is in the process of being established.

Individual working agreements with required and optional partners will be established. These agreements and full participation of the District's Workforce Investment Council will ensure non-duplication of services across service and program providers, and optimal leveraging of resources. This will lead to a more effective and efficient system of providing services and programs.

It is District's intent to use the Governors 10% set side pursuant to Wagner-Peyser section 7 (b)(2), as amended, to support staff positions distributed among the *NetWorks* One-Stop Career Centers depending on workload to address the intensive service needs of profiled Unemployment Insurance claimants. These coordinated and leveraged funds allow the Department of Employment Services to provide a higher level of services to claimants that face significant barriers to reemployment. These early interventions benefit both individuals and businesses by

rapidly addressing claimants' needs and reducing the interval between unemployment and successful reemployment and job retention.

An individual, customer driven approach, including an initial assessment of skill levels, aptitudes, abilities and support service needs, is available to all individuals through the One-Stop delivery system. This approach is used to determine the needs of dislocated workers, displaced homemakers, low-income individuals, individuals training for non-traditional employment, veterans, and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking ability, people with disabilities and people who are homeless) and to ensure that their individual needs are met.

Special Needs Population

The District has identified five (5) populations with special needs including: the homeless, ex-offenders, women seeking non-traditional employment, the basic skills deficient/non-English speaking, and persons with disabilities according to ADA standards. Each year the District will consider modifications to its services for special populations according to performance and statistical data.

Training and placement services for the special populations will be solicited from providers who have a proven track record and the capacity to serve these populations. A Request for Proposals will be publicly announced each year describing the District's specific needs in serving these populations. Contracts will be let with performance benchmarks that assist the District in addressing the specific workforce development needs of the targeted groups.

Ensuring Nondiscrimination and Equal Opportunity

The District will adhere to all laws and requirements pertaining to discrimination and equal opportunities. Please refer to the assurances section.

Employer Services

The District's business-led DCWIC will provide a District and regional "pulse" for employer needs. Along with business, education and agency leaders, each One-Stop Career Center manager will be frequently updated as to the board's policies and issues. This provides for optimal coordination of services to meet employer needs at the community level.

In addition, the network of One-Stop Career Centers serves as one of the central elements of the District's workforce development system. Its customer-oriented approach provides comprehensive workforce-related services within the broad context of public policy as established by the Mayor, the City Council and Congress. The Wagner-Peyser funded labor exchange provides a solid foundation for the One-Stop Career Centers, which serve two basic customers: employers and individuals.

Basic services include the promotion of DOL programs and services including the labor exchange; consultation on human resource issues in the workplace; job development for

job-ready candidates; and serving as a broker to address and resolve employer training needs. Case managers also act as a liaison for the employers who need to work with other departments and agencies in the District.

Employer Tax Credit Programs

There are three tax credits available to employers who hire eligible District residents. They are:

- \$ Welfare-to-Work
- \$ Work Opportunity Tax Credits and
- \$ D.C. Employment Tax Credits

The Welfare-to-Work and Work Opportunity Tax Credit

On December 17, 1999 the "A Ticket to Work and Work Incentives Improvement Act of 1999" (P.L. 106-170) reauthorized the Work Opportunity Tax Credit (WOTC) and Welfare-to-Work Tax Credit for long-term welfare recipients.

The Welfare-to-Work Tax Credit for hiring long-term welfare recipients is as much as \$8,500 per new hire: 35% of qualified wages for the first year and 50% for the second year of employment. Qualified wages, which include health plans as well as educational and dependent assistance programs, are capped at \$10,000 per year. To qualify employers for this tax credit, new hires must begin work after July 1, 1999, and before January 1, 2002, and must be employed at least 400 hours or 180 days.

The Work Opportunity Tax Credit for hiring all WOTC target groups, except summer youth employees, is up to \$2,400 for each new hire: 40% of qualified first-year wages for those employed 400 or more hours; 25% for those employed at least 120 hours. Qualified wages are capped at \$6,000. Summer Youth wages are capped at \$3,000. This credit is currently available through June 30, 2001.

Employers may apply for the Welfare-to-Work and Work Opportunity Tax Credits in the District of Columbia by:

- \$ Completing IRS Form 8850: Work Opportunity Credit Pre-Screening Notice and Certification request. Form 8850 must be postmarked no later than the twenty-one days after the employee's start date.
- \$ Completing Form ETA-9061: Individual Characteristics Form and all supporting documentation or Form ETA-9062: Conditional Certification if available.

Employers should then mail the forms and documentation to the WOTC Unit located at the Department of Employment Services.

Effective January 1, 1998, District businesses may claim a new \$3,000 Employment Tax Credit. The credit is triggered by the employment of any District resident at a facility located within the

D.C. Enterprise Zone. The credit, which is equal to the lesser of \$3,000 and 20% of the first \$15,000 of wages, may be claimed for each qualified employee during each of the five (5) tax years ending December 31, 2002. The D.C. Employment Tax Credit is applicable to existing and new employees and is available for wages paid. It is intended to provide an attractive incentive to employers by financing worker education and job readiness skills and by rewarding businesses that employ District residents. Businesses may claim the credit directly by submitting IRS Form 8844 with their annual tax filing.

Reemployment Services

Reemployment services, as described in P.L. 103-152, will be provided to Worker Profiling and Reemployment Services claimants in accordance with section 3 (c)(3) of the revised Wagner-Peyser Act. At the present time, Worker Profiling services are centralized at our Petworth Employment Services Center; a staff of three Manpower Development Specialists (soon to be Training Development Coordinators) and a UI Claims Examiner are dedicated full-time to the Worker Profiling program, known as “PREP” (Profiling Re-Employment Program), and charged with providing reemployment services designed to return these claimants to work as quickly as possible.

Twenty claimants are identified (through a statistical formula) each week from the UI “First Pay” roster as those most likely to exhaust their claims, and are scheduled to report for PREP services in approximately two weeks time. Once they report, they attend a half-day Orientation, are assigned to a Case Manager, and report the following week for a three-day Group Workshop with a curriculum consisting of modules on “How to Cope with Job Loss”, “Resume Writing”, “Mock Interviews”, and other job search-related topics. They are also provided with information about available vocational training if they are in need of a career change or skills enhancement. Profiling customer are referred to any support services that will assist them to become fully employable, and help to facilitate their individual job search. A minimum of three follow-up interviews with their assigned Case Manager, is required of profiling customers at which time their job search efforts are reviewed and additional activities scheduled for them, if appropriate.

Because a UI Claims Examiner is assigned exclusively to the Worker Profiling program, issues (stop payments) are placed immediately on the claims of those who fail to report for initial Orientation, the Workshop, follow-up interviews, or any other scheduled PREP activity.

Once the Petworth Center has been fully converted to a One-Stop Career Center, serious consideration will be given to the decentralization of Worker Profiling so that reemployment services under this program are provided at all of the Department’s full-service locations.

Services to People with Disabilities

The *NetWorks* One-Stop Career Centers are committed to the promotion and development of employment opportunities for persons with disabilities and for job counseling and placement of such persons. A person in the DOES central office and one in each *NetWorks* center will be designated to ensure that these services are provided to persons with disabilities, *both youth and adults*.

DOES, as the One-Stop Career Center administrator, will work closely with the Department of Human Services' Rehabilitation Services Administration (DHSRSA). DHSRSA staff will be outstationed in the One-Stop Career Centers to further improve upon these services. DHSRSA will provide assisted technology to all One-Stop Career Centers.

- TTY Telephone Unit: allows a hearing impaired individual to make phone calls.
- Job Hot Line for Blind: affords blind individuals the opportunity to access job opportunities through the use of a touch tone telephone system.
- Voice Recognition Technology: allows voice to be typed as text on word processing software programs.
- Flexible Keyboard: enables customers with physical disabilities to type on keyboard with non-standard configuration.
- Braille Information: makes selected information will be available in Braille format for visually impaired customers.
- Closed Circuit Monitor: a magnification camera that allows hard copy text to be magnified for individuals with vision impairments.
- ZOOM Text Plus: magnifies text on a computer screen to allow visually impaired individuals access to all computer applications. Also reads the screen out loud. Large size keyboard character stickers are also included on these computers.
- Adjustable Computer Table: for individuals with mobility impairments.

Serving Veterans

Wagner-Peyser services will be provided to veterans through the One-Stop Career Center system in the same manner as they are provided for non-veteran customers, with the exception that when serving veterans, the required priority of services will be adhered to. Veteran customers will be provided the full array of available services within the One-Stop delivery system by both Wagner-Peyser staff and DVOP/LVER staff. One-Stop Career Center staff will make every effort to identify veterans so they can receive appropriate priority of services. Disabled Veterans Outreach Program (DVOP) staff are located at the One-Stop Career Centers and the local veterans' service organizations. As prescribed by Federal guidelines, veterans will receive referral preference to all new job orders by staff searching the Job Bank before a job order is posted for other applicants. Services provided to veteran customers under this plan will be consistent with the agreement between the District of Columbia's Department of Employment Services (DC/DOES) and the Secretary of the Department of Labor (DOL), through the Veterans' Employment and Training Service (VETS).

To ensure customer choice, One-Stop Career Center staff are fully knowledgeable about all services available through the One-Stop delivery system, including those available through the DVOP and LVER programs, to enable them to provide appropriate services when the veteran customer elects not to be serviced by DVOP or LVER staff. As with non-veteran customers, veteran customers may choose whichever level of service they desire to access.

Federal Contractor Program job information and listings of Federal jobs are available through the One-Stop delivery system. LVER staff will provide training to One-Stop delivery staff relative to the Federal Contractor Job Listing Program and Complaint systems, as well as, Federal employment opportunities for veterans.

Agricultural Services Related to Employment

The District of Columbia does not attract any Migrant Seasonal Farmworkers (MSFWs), because there is no agricultural industry. However, contact is maintained with organizations which are likely to be contacted by MSFWs in need of employment and employment-related services. The District has a contingency plan should the need occur, which includes bilingual explanations of all services available and of farmworkers rights with respect to the terms and conditions of employment. Records are maintained, including the number of MSFWs contacted, their names, and the type of assistance provided. There will be appropriate staff in each One-Stop Career Center to provide services.

District Capacity through One-Stop Career Centers

The Wagner-Peyser funded labor exchange is a critical component of the District's network of strategically located One-Stop Career Centers. Wagner-Peyser funded activities provide capacity for a three-tiered service strategy that includes self-service, facilitated self-help service, and staff-assisted service. Under WIA, Wagner-Peyser Services will continue to be provided only by Department of Employment Services staff, all of whom are D.C. Government merit staff employees. After being cross-trained, staff currently titled as "Manpower Development Specialists", will become "Training and Development Coordinators" and will be knowledgeable about and able to provide adult, youth and dislocated worker services under WIA as well as traditional Wagner-Peyser (Job Service) functions. The individual *customer*, along with their TDC, can select the most appropriate method to access information and services in their communities. Services are available in the District, at the One-Stop Career Centers and electronically with the electronic service delivery capability expected to be greatly expanded with implementation of the **Virtual One-Stop** system in July 2000. The electronic system is being designed to address the diverse needs of many customers, job seekers and employers.

C. System Infrastructure

Access to Services

One-Stop Career Centers provide services directly to customers either on-site or through electronic access. District residents can select the location and method of access most convenient

to them. Services are available within the District, at ten strategically located *NetWorks* One-Stop Career Centers operated by DOES.

The District's One-Stop Career Center System is designed to address the diverse needs of our many customers, both job seekers and employers. The goal of universal access is achieved by the availability of onsite and remote services, by the installation of assistive technology in our Centers for individuals with disabilities, and through the use of more flexible hours in some areas.

Electronic Access

Due to transportation difficulties, personal preference or simply convenience, our customers will have access to a great deal of information via computer or telephone. Using our Internet Web site from remote locations, customers who have the capacity will have access to our services 24 hours a day, 7 days a week. For those customers who are not comfortable with computers, the One-Stop Career Centers offer training and assistance in use of employment resources available electronically.

Computer Access

Information will be accessible from libraries, schools, homes, etc.; anywhere there is a personal computer and access to the Internet.

The D.C. Department of Employment Services' existing Internet Home Page, "D.C. NetWorks" (<http://does.ci.washington.dc.us>) already provides information about all of the Department's services, as well as a direct link to America's Job Bank through which employers can self-enter their own job orders and job-seekers their resumes. In addition it offers the ability to apply online for inclusion on the WIA certified provider list, and to download some planning documents and Departmental forms. The web page menu is included in the Appendix.

Telephone Access

Customers will be able use an automated toll-free number to obtain job listings from America's Job Bank by telephone (aimed primarily at the visually-impaired but available to others). Additionally, a second Toll-Free Help Line initiative is planned to provide information to dislocated workers regarding reemployment services available to them. Future expansion to include other customer groups is anticipated. It is expected that funding for this initiative will be awarded in the very near future.

Telecommunications Relay Services (TRS) are available to all District residents. TRS provides a way for people who are deaf, hard-of-hearing or speech-disabled to communicate on the phone.

By October 1, 2000, it is anticipated that an Interactive Voice Response (IVR) system will be available for use by Unemployment Compensation customers. Initially, the system will be used to provide customer-specific UI information such as check inquiry and general information including office locations, eligibility requirements and process for filing.

Expanded functionality of the IVR system to provide claimants with the ability to do bi-weekly certifications for benefits by telephone is expected to be executed within twelve (12) months. This will replace the current paper mail claim forms. It is anticipated that employers with less than ten (10) employees will eventually use the IVR to do quarterly wage reporting by telephone. Additionally, we envision that larger employers will have the ability to do quarterly wage reporting over the Internet and use IVR for the processing of initial UI Claims.

Onsite Services

Customers may elect to come to the District's One-Stop Career Center facilities where they will receive friendly, professional service. It is anticipated that the services provided through the One-Stop Career Center network will attract a wide range of customers, some of whom may never have utilized the state workforce development system in the past. In collaboration with the Rehabilitation Services Administration, assistive technology will be installed in all One-Stop Career Centers to provide better access to services for those individuals with hearing, vision and mobility impairments. Service options include:

1. Self Service

Self-service computers are available to all *NetWorks* customers. Available on the computers are:

- * Internet Access
- * Application for Services
- * Job Listings
- * "Choices" Career Exploration and Other Self-Assessment Applications
- * Resume Writing
- * Word Processing

Customers are provided with easy access to information about the full range of programs and services available in the One-Stop Career Center System. Additionally, they have access to copiers, FAX machines, and telephones, as well as to a broad range of reference materials, current videos, newspapers and periodicals focused on jobs and career opportunities and presented in a library-style environment. Staff assistance is available to help customers with all areas of self-service.

2. Workshops

Group workshops are offered on a number of topics including job search techniques, career exploration, resume preparation, job interviewing, networking, etc.

3. One-to-One Consultation and Services with Staff

Personalized services are available in the areas of assessment, eligibility determination, employability plan development, counseling (employment, educational, financial aid), job placement, and other areas where staff meet directly with customers

Rapid Response Activities

In the event of a significant layoff, the Dislocated Worker program within the Department of Employment Services will make appropriate contact with the employer and/or employee representative to provide assistance to the affected employees. In addition the network of One-Stop Career Centers would provide core, intensive, and training services. If required, an early intervention strategy will be developed to better meet the needs of affected employees. Dislocated Worker staff and the various One-Stop Career Center managers meet to discuss the employees' needs and work together as a team to deliver the rapid response services. In most cases, rapid response efforts are shared; therefore, the costs of providing these rapid response services are allocated among the partners involved in delivering the services.

Services for Eligible Youth

In the broadest sense, the youth customers for the D.C. workforce investment system include all youth ages 14 to 21, approximately 100,000 young people, or one fifth of the District's population. The District views the Workforce Investment Act as a policy framework for linking education, economic and workforce development priorities.

Within that systems context, the specific customers for youth activities will include approximately 28,000 eligible youth as defined under WIA and summarized below.

DISTRICT OF COLUMBIA YOUTH CUSTOMERS UNDER WIA**AN ELIGIBLE YOUTH UNDER WIA IS:
NUMBER**

- (1) not less than age 14 and not more than age 21
- (2) a low income individual; and
- (3) an individual who is one or more of the following:
 - deficient in basic literacy skills;
 - a school dropout;
 - homeless, a runaway, or a foster child;
 - pregnant or a parent;
 - an offender;
 - an individual who requires additional assistance to complete an educational program, or to secure and hold employment.

PROJECTED

**OF YOUTH WHO MEET
ELIGIBILITY CRITERIA:**
28,000 (estimate)

In planning and designing a comprehensive workforce system for its youth, the District convened a number of focus groups with youth customers to get their direct input on needed services and supports. Across all groups, youth were consistent regarding their needs, as summarized below:

ISSUES AND NEEDS IDENTIFIED BY YOUTH CUSTOMERS

- **LIFE ISSUES:** violence, drugs, peer pressure, combating racism and stereotypes, limiting involvement with juvenile justice
- **PERSONAL DEVELOPMENT:** education, literacy, staying in and returning to school or college, physical/substance abuse, communication
- **CAREER RELATED ISSUES:** career development, job readiness, work experience, training (for good paying jobs), opportunities for non-traditional careers; jobs
- **SUPPORTIVE SERVICES:** access to transportation, child care, health care, housing
- **CONNECTIONS:** relationships with caring adults; non-traditional community-based supports

The results of these focus groups confirm the need to provide a full range of programs, services and community resources for youth in order to support academic and employment success. Such a comprehensive approach requires public-private partnerships, inter-agency collaboration, and community-based operators – all elements required by the Workforce Investment Act, and guided by the Workforce Investment Council.

Coordination with Other Youth Programs and Job Corps

Coordination with key resources is critical to the success of youth workforce development. The District is well positioned to implement a comprehensive delivery strategy because it already has in place the infrastructure to coordinate efforts among key partners. As discussed in Section I, the District has coordinated policy development through both the Children and Youth Policy Council and the Workforce Investment Council. It has coordinated planning processes established through the Intra-Agency Collaborative and the WIA Youth Council. Finally, it has operational coordination through the One-Stop Career Centers and a broad network of community-based service deliverers and supports.

While all of the partners in the network are important, several play an especially critical role in fostering academic achievement, career development and employment opportunities for youth, including public secondary and post-secondary education, the Job Corps and the Youth Opportunities Initiative. Others provide assistance to youth with special needs or barriers to employment, such as foster care, TANF, and services to youth with disabilities. Close coordination with each of these major “sub-systems” is critical and a major focus of the WIA Youth Council.

In 1998 the District of Columbia Public Schools (DCPS) developed a *comprehensive Academic Plan* with four main goals: (1) Improve educational achievement; (2) Ensure quality school staff; (3) Increase accountability throughout the school system; and (4) Promote school restructuring, decentralization and parental choice. This was followed by movement to a *standards-based system of instruction*. Rigorous content standards and high benchmark expectations for what all students should know and be able to do by the time they reach grades 3, 5, 8 and 11 in reading, writing, listening, viewing and speaking, and mathematics were developed and have been implemented in all schools.

Adopting the model set forth by the SCANS Report, DCPS began incorporating *new workplace basics* into the learning experiences preK-16 which include Basic Skills (as reflected in the Content Standards above), Thinking Skills (thinking creatively, making decisions, problems solving and knowing how to learn) and Personal Qualities (individual responsibility, self-esteem, sociability, self-management and integrity). Finally, *system-wide assessments* were implemented in Grades 3, 5, 8 and 11, as well as authentic or “real-life” assessment processes such as portfolios, problem-based modules, and other performance-based activities.

These four fundamental changes – a comprehensive academic plan, a standards-driven system, new workplace basics, and system-wide assessments -- will support WIA eligible youth as they grow and develop within the DCPS toward academic and employment success.

Moreover, in developing and designing the school-to-careers plan for the District in 1998, the School-to-Careers Governing Council ensured that strong linkages to an array of employment and training resources were fully incorporated into the *Career Pathways* system for in- and out-of school youth. As a result, strong linkages to many programs and support services are already fully operation for WIA eligible in-school youth through DCPS, and planned for out-of-school youth through the University of the District of Columbia. Since both DCPS and UDC sit on the WIA Youth Council, those linkages will be enhanced and expanded.

Strong linkages between secondary and advanced education and training opportunities of all types are essential to ensure that District students experience life-long learning and, as a result, enjoy continued upward mobility and career opportunities. Many of the District's eight colleges and universities (Southeastern University, Howard University, Trinity College, George Washington University, American University, Catholic University and the University of the District of Columbia) recognize the critical role they play in the development of the District's youth, and have designed programs to include scholarships, academic preparation, mentoring, internships, professional development, and life skills. The Consortium of the public and private universities carries out the coordination among the District's universities. Yet the District is unique in that it has only one public post-secondary institution, the University of the District of Columbia (UDC). While numerous linkages with youth are already in place, plans to strengthen connections to schools and community organizations are underway.

The University of the District of Columbia (UDC) is a comprehensive four year post-secondary institution that also offers two-year associate degree and certificate programs, providing numerous options for young people. Agreements based on Tech Prep and existing Career Academies are already in place and a District-wide articulation agreement with the University for *Career Pathways* is complete.

UDC has developed a proposal to create an Open University at Community Learning Centers throughout the District. Through the Open University initiative, a vast array of programs would be offered, including a high school-to-colleges bridges program, adult basic education, vocational technical skills certificate programs, and continuing education. These programs would offer youth new routes of entry into post-secondary institution, while at the same time providing intensive college-level preparatory, employment skills training and entry-level college training to needy residents who are ill equipped to meet the rigors of a four-year University program.

District of Columbia College Access Program is a new non-profit organization funded by Washington-area companies and foundations dedicated to encouraging and enabling District public high school students to enter and graduate from college. With more than \$15 million in corporate and foundation support already committed, DC-CAP will provide counseling and financial assistance to students who might otherwise never have the opportunity to attend college. The program will provide advisors, offer counseling on financial aid and provide "last dollar" awards of up to \$2,000 for up to five years.

Twelve Job Corps centers operate in USDOL Region II, including the Potomac Job Corps center in Washington D.C. and the Woodland and Woodstock Job Corps in nearby Maryland suburbs. WIA eligible youth ages 16 through 24 who are U.S. citizens or legal residents can attend a Job Corps Center to finish school, learn a business or trade and get a good job. Students can learn valuable basic skills and earn a GED or high school diploma, as well as get advanced training in over 100 occupations. Job Corps Centers place a special emphasis on interesting young women in non-traditional growth occupations.

A strong referral network to Job Corps already exists in the District through the Public Schools, Department of Employment Services, One-Stop Centers and community-based organizations. Through that network, approximately 700 young adults are referred annually. As a result of the expansion of One-Stop Career Centers, implementation of the WIA youth investment system, and participation by a Job Corps representative on the WIA Youth Council, it is expected that coordination with Job Corps will be enhanced.

As discussed briefly in Section I, the District recently submitted an urban Youth Opportunities Initiative (YOI) grant application designed to serve out-of-school youth in three high-poverty, high-need areas. The Project design and service strategy centers around the creation of five Youth Opportunity Centers, three of which will be One-Stop Centers, and all of which will be linked to One-Stop Centers through a shared database. The database will ensure that outreach, intake, assessment and service plans for each youth are tracked throughout the system, which facilitates sharing of information among the youth centers and all major external providers.

Through the Youth Opportunities Initiative, twenty-seven self-sufficiency coordinators, 11 job coaches/developers and 10 outreach workers will be assigned to each of the five Youth Opportunity Centers in proportion to the number of youth being served. These staff will work with community organizations, the school system and government agencies to provide outreach, recruitment and intake services, conduct individual assessments, and develop individual service plans based on those assessments. Since the D.C. Department of Employment Services is administratively responsible for WIA, One-Stops and the Youth Opportunities Initiative, there will be a synergy of effort and ability to maximize dollars targeted for WIA eligible youth residing in the enterprise community.

In addition, the Quantum Opportunities Program, a national dropout prevention model, will serve as the primary model for supporting drop out prevention for *in school at risk youth*. Once students are enrolled in the Quantum Program, they will have an assigned counselor, an adult mentor who will follow them for four years. The Youth Opportunities Initiative will support five self-sufficiency coordinators to work with school counselors to perform intake, assessment, referrals, counseling and other support services to in-school youth.

The Rehabilitation Services Administration (DC/RSA) is the District's principal agency for the provision of services leading to employment and self-sufficiency for persons with disabilities, defined as physical or mental impairments that constitute or result in a substantial impediment to employment. DC/RSA provides services to individuals with physical, mental, and learning disabilities as well as those with chronic health conditions.

In FY99, DC/RSA received a total of more than 100 new referrals, and served more than 350 youth and young adults ages 14-21. Services include:

- Comprehensive Assessment to identify physical, mental, learning, vocational and assistive technology needs and services;
- Employment Planning to identify goals, objectives, resources, etc. to obtain employment;
- Support Services such as medical/psychological restoration, technology devices and aids;
- Training (vocational, academic and supportive services) to obtain measurable vocational/

- employment skills consistent with the workplace requirements in the chosen career field,
- Trial Work Experience to explore capabilities and capacity to perform in work situations;
- Employment placement in job opportunities that are compatible with the interests, skills, abilities and choice of youth and young adults with disabilities. Employment settings include competitive, supported, home-based and entrepreneurial; and
- Follow-up Services (12 months) to ensure customer and employer satisfaction and to identify and address additional supports and services.

DC/RSA has pledged its full support and cooperation in the planning and implementation of the Workforce Investment Act “to promote and/or facilitate the accomplishment of long-term rehabilitation goals leading to employment outcomes and intermediate rehabilitation objectives for youth with disabilities, in and out-of-school. Specifically, DC/RSA has agreed to enhance and expand services to youth with disabilities and to do the following:

- co-locate DC/RSA staff at local One-Stop career and employment centers;
- increase outreach to students with disabilities who are not served by DCPS Special Education;
- increase outreach to out-of-school youth with disabilities through collaborative efforts with community-based organizations;
- address staffing needs and the provision of professional development opportunities to staff;
- identify vocational/employment training and social support service programs designed specifically for youth and young adults; and
- expand capacity to collect, maintain and report data

As a result, DC/RSA expects to increase by 10% the number of in- and out-of-schools youth and young adults with disabilities served through WIA, the Youth Opportunities Initiative and the Mayor’s Child and Youth Initiative.

The District fully recognizes that many youth have multiple barriers and may require high intensity, multi-faceted services to fully address their needs. Such youth would include those with connections to TANF, foster care and juvenile justice, as well as pregnant teens, young parents, the homeless, youth in public housing, and limited English speakers.

While these youth, whether in or out-of-school, would receive comprehensive assistance through the program design discussed below, the District has targeted them for priority service. As such, the Department of Employment Services plans to enter into special Memoranda of Understanding with the key agencies that serve these youth, including the Department of Human Services and the General Receiver of Family and Child Services to ensure special coordination of effort.

Youth Program Design

Youth workforce development services under WIA will entail, at a minimum, the required program design and elements, and additional elements in accordance with Section 129 of the Act. As a result, a comprehensive array of services will be available to all eligible youth within the District, as outlined here and, in some cases, discussed more fully below:

- an objective assessment of the academic levels, skill levels and service needs of each youth;
- an individualized service strategy that identifies achievement objectives, employment goals, and appropriate services based on the outcome of the objective assessment;
- preparation for postsecondary education as discussed above, if appropriate;
- strong linkages between academic and occupational learning, provided through the Career Pathways system to both in and out-of school youth (see discussion below);
- as appropriate, paid and unpaid work experiences, including internships and job shadowing (see discussion below);
- tutoring, study skills training and instruction leading to the completion of secondary school, including drop out prevention strategies through the Quantum Opportunities Program (as discussed above);
- alternative secondary school services through private charter schools, ;
- summer youth employment opportunities that are directly linked to academic and occupational learning through Career Pathways;
- occupational skills training, as appropriate (see discussion below);
- apprenticeship opportunities in the construction trades, day care and pharmaceutical training;
- preparation for unsubsidized employment, through core and advanced workshops in employability readiness;
- effective connections to intermediaries with strong links to the job market, such as the D.C. Chamber of Commerce and the AFL-CIO, as well as local and regional employers;
- entrepreneurial training for youth to be exposed to all aspects of business operations and ownership;
- leadership development opportunities, which encourage responsibility and other positive social behaviors (see discussion below);
- adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- extensive supportive services provided in partnership with other agencies and community based organizations;
- follow-up services for not less than 12 months after the completion of participation; and
- comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

The *Career Pathways* selected for inclusion in the D. C. School-to-Careers system reflect the economic development priorities of the District, as well as the economic realities of the greater Washington labor market area, including northern Virginia and suburban Maryland. Each subsumes numerous sub-sets of careers or occupations. The sample career areas listed in Figure Twelve are examples of some of the many options. Each *Pathway* is a well-designed sequence of courses integrating rigorous academic content standards and benchmark expectations, employability skills development and occupational skill standards, as well as career-related, work-based learning experiences that are integrated with the school-based plan.

Figure Twelve
District of Columbia Career Pathways and Sample Career Areas

| | | |
|--------------------------------|----------------------------------|-------------------------------|
| <u>Business and Marketing</u> | <u>Health and Human Services</u> | <u>Arts and Communication</u> |
| Business and Finance | Public Service | Performing and Visual Arts |
| Travel and Tourism | Law, Justice and Security | Integrated Media |
| Cosmetology and Fashion | Practical Nursing | International Studies |
| <u>Engineering and Science</u> | <u>Industrial Technology</u> | |
| Pre-engineering | Automotive Technology | |
| Electronics and CAD | Building and Construction | |
| Horticulture | Transportation Technology | |

To ensure a systemic and developmentally appropriate sequence of integrated learning over time, *Pathways* also incorporates a model for career development with four stages:

- Career Awareness (early learning years)
- Career Exploration (middle learning years)
- Selection of a Career Pathway (transition to senior learning years)
- Career Experience (senior learning years)

In elementary and middle schools, young people will become aware of and explore different career and work settings through age-appropriate activities such as guest speakers, field trips and career days.

During high school and post-secondary education, students will have numerous opportunities to learn first-hand about the world of work, ranging from job shadows to structured-paid work experiences. As students move along the career development continuum, work-based learning experiences will be integrated with school-based learning strategies such as integrating theory and application and performance-based assessments. Employer and labor partners will play a critical role in providing work-based learning experiences.

In January the District *launched* Passport-to-Work, a structured year-round Internship Program for in-school youth. Initially targeting seniors and eventually moving into lower grades, Passport-to-Work provides paid internships for qualified students with employers in their area of future career interest. The City has appropriated \$1.5 million in support of the Passport program. Students may continue in their Passport work site placement for the summer.

Occupational skills training *is* provided through several vehicles. Youth enrolled in the Passport-to-Work Program experience skills training during their internship experience. Job Corps enrollees benefit from technical skills training through enrollment in specific occupational training courses. Providers of individual referral offer extensive options for skills training.

The District of Columbia operates a dynamic and successful Mayor's Leadership Institute for Youth. The Leadership Model is designed to train the next generation of youth leaders through a structured and rigorous sequence of training, community development and action, and leadership development and planning. The comprehensive training component addresses self-management, administrative and technical skills; cultural diversity; health; conflict resolution and career planning. In community development youth learn about the political, economic, and social systems of the City, then they are given a chance to apply the learning by participating in Youth Government, Ward Development and a variety of entrepreneurial activities. Approximately, 500 youth participate annually, and the program now has over 6,000 alumnae.

Requirements Regarding Youth Barriers

As discussed earlier, the District's approach to youth development is focused squarely on emphasizing the enormous potential of youth, not just continued crisis-oriented responses to problems. Yet, leaders recognize the need to acknowledge and address current realities in order to adequately plan for the future. Such an assessment provides a powerful picture of the challenge – and of the enormity of the opportunity for change.

6. With a population of 523,000, the District enjoys a per capita income 44% higher than the national average. Yet wealth is unevenly distributed. Citywide, one in six residents – and one in four children -- lives in poverty. Certain neighborhoods and their youth are negatively and disproportionately impacted. Other startling statistics, from the *City's Statistical Index for D. C. Services 1994-1996*, tell more of the story.
- The youth unemployment rate Citywide in 1998 was 37.3% and almost 50% in high poverty areas;
 - Based on 1999 data, only one in three entering the public schools graduates four years later, and more than half dropping out before completing the 10th grade year;
 - District-wide, roughly 14% of teenagers are not in school and do not have a high school diploma; the percentage jumps to 20% in high poverty areas -- a rate more than 50% higher than the national average;
 - About one-half of DC youth are scoring "Below Basic" on the SAT-9 reading standards, while over three-fourths are scoring "Below Basic" on the math standards;
 - While 78% of those graduating from D.C. Public Schools enroll in the University of the District of Columbia, most entering freshmen (84%) do not complete a degree program, and the majority who do take six years or longer;
 - District youth are more than five times as likely to be arrested for a violent crime than are their counterparts across the country;
 - Citywide 66% of children under 18 live with only one parent; in high poverty neighborhoods that figure jumps to 86%.

Potential *change barriers* include: adjusting to change; creativity in coming up with new, more effective ways of addressing problems; willingness to share resources (human, information, financial, technical); turf; staff capacity; and creating appropriate and effective training opportunities. Potential *communication barriers* included accessibility of information on

resources and supports currently available; lack of communication among partners; lack of technology to link partners/services/ resources; finding out what youth really need and want for self-sufficiency; bringing youth to the table; reaching hard-to-serve youth (homeless, alternative life styles, etc.); ineffective communication between staff and youth. Potential *commitment barriers* included translating commitment from Department heads to all staff; getting all the right support players involved; and involving front line workers in the planning so change is not seen as a “top down” mandate, but rather the right thing to do for youth.

V. PERFORMANCE MANAGEMENT

The District of Columbia is considered a Single State Local Area as defined in the Workforce Investment Act, section 116. Therefore, the Core Indicators will be established as District Indicators.

We anticipate that the U.S. Department of Labor, Employment and Training Administration will issue regression analysis models allowing economic conditions and participant characteristics to be taken into account.

Attainment of Core Indicators, review of the performance of our various training activities, customer surveys, the consumer report card system, and the application of the continuous improvement method will enable us to measure progress toward our customer satisfaction goals.

Data Systems

Quarterly wage records from the DOCS automated system will be accessed and matched to customers served through the One-Stop Career Centers on an individual basis. These records will be used to verify Entered Employments, retention, and earnings changes. Because D.C. maintains a wage record history for the previous twelve quarters, it will be relatively easy to use these records for follow-up purposes. The full manner in which wage record information will be used will be defined largely through the performance standard system established by the U.S. Department of Labor.

The Department of Employment Services is committed to continuous improvement of its information and data systems. During the first year of WIA implementation, the District plans to implement the Virtual One-Stop automated system from Geographic Solutions, Inc. This system will be fully WIA-compliant, will interface with our mainframe UI system and will replace and incorporate our existing Job Service and JTPA MIS systems as well as several smaller programs currently operating with standalone databases or with only manual reporting (i.e., Apprenticeship, Job Corps, First Source, Alien Labor Certification, etc.). Our ultimate goal is consolidating and upgrading our own (and where possible, our partners’) various programmatic databases into a single database to the greatest possible extent, while providing a common interface to the remaining standalone programs such as UI.

Customer Satisfaction

As part of its continuous improvement strategy, the District will be working toward the

development of an easy to use, easy to manage customer satisfaction measurement system. In the past, the District has used surveys to obtain customer feedback. However, this strategy proved to be unsatisfactory. Presently, One-Stop Career Centers use quick, informal questionnaires to gather customer feedback and utilize the information to make service and/or facility improvements.

Under WIA, the District plans to measure customer satisfaction of employers and job seekers using the Simply Better! Design, which is supported by funding from the U.S. Department of Labor. The Simply Better! Model provides an integrated system for collecting customer satisfaction data, analyzing the information, and using the information in a continuous improvement process.

Collaboration and Continuous Improvement

The District of Columbia Workforce Investment Council (DCWIC), on behalf of the Mayor, will take a number of actions to ensure collaboration with key partners and continuous improvement for the District's workforce investment system.

Collaboration:

- a. The District's WIC, represents all one-stop partners, therefore, provides an open forum to discuss coordination of programs, operational collaboration, and cost effectiveness in the delivery of services.
- b. Memorandums of Understanding between the DCWIC and all one-stop partners are being developed in compliance with WIA requirements.

Continuous Improvement:

- a. The Mayor, with the assistance of the DCWIC, will utilize organizational assessment criteria as a vehicle for supporting continuous improvement of the workforce investment system.
- b. The Department of Employment Services, which has been designated as the One-Stop Operator by the Mayor and the DCWIC, will establish a comprehensive customer survey for both individuals and employers. This survey will provide one of the key foundation components of the District's outcome based; performance measurement system designed to promote continuous improvement of services. The One-Stop Operator as well as the DCWIC will periodically review the survey results and make appropriate recommendations. It is anticipated that within the first two years after the survey results have been collected that the One-Stop Operator and the DCWIC will jointly establish and publish performance benchmarks.
- c. In addition to the customer satisfaction system, the DCWIC will assist the Mayor in the development of comprehensive performance measures to assess the effectiveness and assure the continuous improvement of the District's workforce investment system.

Evaluation of Performance and Corrective Action

The DCWIC will evaluate performance of the system in three main ways: 1) evaluation of performance measures as established in collaboration with the Secretary of Labor, 2) evaluation of customer surveys—both individuals and employers, 3) the development of an annual business plan. Where performance falls short of expectations, every effort will be made to provide expertise and technical assistance. If this fails, specific recommendations to the Mayor for corrective action will occur.

The business plan will include specific activities for partner agencies and organizations that will be designed to assure full collaboration. In addition to a performance measurement system that will demand continuous improvement over time, continuous improvement will be assured by the use of organizational assessment criteria (Bald ridge-type Quality Assessment Process) across the system. This type of assessment will provide the District with the ongoing ability to benchmark against accepted criteria for high performance organizations into the future.

VI. ASSURANCES

- 1) The District assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the District through the allotments made under sections 127 and 132 (112 (b)(11).)
- 2) The District assures that it will comply with section 184(a)(6), which requires the Mayor, every two years, to certify to the Secretary of Labor, that:
 - (A) the District has implemented the uniform administrative requirements referred to in section 184(a)(3);
 - (B) the District has annually monitored to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and
 - (C) the District has taken appropriate action to secure compliance pursuant to section 184(a)(5) and 184(a)(6).
- 3) The District assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the District, and no area or customer in need of services will suffer significant shifts in funding from year to year during the period covered by this plan. (112(b)(12)(B).)
- 4) The District assures that veterans will be afforded employment and training opportunities authorized in section 134 of the Workforce Investment Act, to the extent practicable. (112(b)(17)(B).)
- 5) The District assures that the Mayor shall, once every two years certify the DCWIC, which is both the local and State board. (117(c)(2).)

- 6) The District assures that it will comply with the confidentiality requirements of section 136(f)(3).
- 7) The District assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (181(b)(7).)
- 8) The District assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (188.)
- 9) The District assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (185.).
- 10) The State assures that it will comply with the grant procedures prescribed by the Secretary of Labor (pursuant to the authority at section 189© of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the District by the Employment and Training Administration, Office of Grants and Contract Management and will specify the required terms, conditions, assurances and certifications, including, but not limited to the following:

General Administrative Requirements:

29 CFR part 97 – Uniform Administrative Requirements for State and Local Governments (as amended by the Act)
 29 CFR part 96 (as amended by OMB Circular A-133) – Single Audit Act
 OMB Circular A-87 – Cost Principles (as amended by the Act)

Assurances and Certifications: (See Appendix)

SF 424 B – Assurances for Nonconstruction Programs

29 CFR part 31, 32 – Nondiscrimination and Equal Opportunity Assurance (and regulation)

29 CFR part 93 – Certification Regarding Lobbying (and regulation)

29 CFR part 98 – Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

- 11) The District certifies that the District Employment Security Administrator has certified the Wagner-Peyser Act Plan, which is part of this document.

- 12) The District certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
- 13) The District certifies that merit-based public employees will provide Wagner-Peyser Act-funded labor exchange activities.
- 14) The District certifies that Workforce Investment Act section 167 grantees, advocacy groups as described in the Wagner-Peyser Act (e.g., veterans, migrant and seasonal farmworkers, people with disabilities, UI claimants), the District monitor advocate, agricultural organizations, and employers were given the opportunity to comment on the Wagner-Peyser Act grant document for agricultural services and local office affirmative action plans and that affirmative action plans have been included for designated offices.
- 15) The District assures that it will comply with the annual Migrant and Seasonal Farmworker significant office requirements in accordance with 20 CFR part 653.
- 16) The District has developed this Plan in consultation with the Mayor, the DCWIC, and the business community, labor organizations and other partners. Note: as a single workforce investment area, the Mayor serves as both state and local elected official.
- 17) The District assures that it will comply with section 504 of the Rehabilitation Act of 1973 (29 USC 794) and the Americans with Disabilities Act of 1990 (42 USC 12101 et seq.).
- 18) The District assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act legislation, regulations, written Department of Labor Guidance and all other applicable Federal and State laws.

VII. Program Administration Designee and Plan Signature

Name of WIA Title I Grant Recipient Agency

Agency: District of Columbia Department of Employment Services

Address: 500 C Street, N.W., Room 600
Washington, D.C. 20001

Tel.: (202) 724-7100

Fax: (202) 724-5683

E-mail: Girish@does.dcgov.org

Name of State WIA Title I Administrative Agency

Agency: District of Columbia Department of Employment Services

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Name of WIA Title I Signatory Official

Name: Gregory P. Irish, Director
Department of Employment Services

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Name of WIA Title I Liaison

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Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency

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Name and title of State Employment Security Administrator (Signatory Officer)

Name: Gregory P. Irish, Director
Department of Employment Services
Address: 500 C Street, N.W., Room 600
Washington, D.C. 20001
Tel.: (202) 724-7100
Fax: (202) 724-5683
E-mail: Girish@does.dcgov.org

As the Mayor, I certify that for the District of Columbia, the agencies and officials designated above have been duly designated to represent the District of Columbia in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Gregory P. Irish (Signatory Authority)
Director
D.C. Department of Employment Services

Date:

VIII. APPENDIX

- A. Plan Comments
- B. Plan Timeline
- C. Mayoral Order
- D. Draft Memoranda of Understanding
- E. DC *Networks* Website Information
- F. Veteran's Agreement
- G. District/Regional Demand Occupations
- H. Sources of Information: Market Analysis
- I. WIA Board of Directors
- J. Mayoral Letter Designating Signatory Authority
- K. WIA Assurances and Certification Packet